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RWANDA PRIVATE SECTOR DRIVEN AGRICULTURAL GROWTH (PSDAG)

FISCAL YEAR (FY) 2015

ANNUAL PROGRESS REPORT: OCTOBER 1, 2014 – SEPTEMBER 30, 2015



October 2015

This Year 1 Annual Progress Report was produced for review by the United States Agency for International Development (USAID). It was prepared by International Resources Group for the Rwanda PSDAG Project.

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Cover photo: STTA Dai PETERS taking notes on the current Irish Potato Market in Nyabihu District, Western Province on June 04, 2015.

DISCLAIMER

This Year 1 Annual progress report was made possible through support provided by the U.S. Agency for International Development, under the terms of contract no. AID-696-C-14-00002. The opinions expressed herein are those of International Resources Group and do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

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ACRONYMS

Acronym	Definition
ASWG	Agriculture Sector Working Group
BRD	Banque Rwandaise de Development
CNs	Consolidation Networks
COP	Chief of Party
CRS	Catholic Relief Services
DCOP	Deputy Chief of Party
DFAs	District Field Agents
DAF	Director of Administration and Finance
EAX	East African Exchange
EDPRS	Economic Development and Poverty Reduction Strategy
EIA	Embedded Investment Advisor
EMMP	Environmental Mitigation Monitoring Plan
FCPA	Foreign Corrupt Practices Act
FECOPPORWA	Federation des Cooperatives des Agriculteurs de la Pomme de Terre au Rwanda
FUCORIRWA	Federation des Unions des Cooperatives Rizicoles due Rwanda
GAP	Good Agricultural Practice
GIS	Geographic Information System
GOR	Government of Rwanda
IFC	International Finance Corporation
IFDC	International Fertilizer Development Corporation
IPAR	Institute of Policy and Research
IRG	International Resources Group
ISU	Investment Support Unit
IT	Information Technology
KIA	Kigali International Airport
LTTA	Long –Term Technical Assistance
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture and Animal Resources
MINECOFIN	Ministry of Economics and Finance
MINICOM	Ministry of Trade and Commerce
MoU	Memorandum of Understanding
NAEB	National Agricultural Export Development Board
NCPD	National Council of Persons with Disabilities
PERSUAP	Pesticide Evaluation Review and Safe Use Action Plan

Acronym	Definition
PHH	Post-Harvest Handling
PIRS	Project Indicator Reference Sheets
PPD	Public Private Dialogue
PReFER	Privatization of Rwanda's Fertilizer Import and Distribution System
PSDAG	Private Sector Driven Agricultural Growth
PSF	Private Sector Federation
PSTA	Plan for Transformation of Agriculture in Rwanda
RAB	Rwanda Agricultural Board
RCA	Rwanda Cooperative Agency
RDB	Rwanda Development Board
REoI	Request for Expression of Interest
RFA	Request for Applications
RFP	Request For Proposals
RPPD	Rwanda Public Private Dialogue
RSB	Rwanda Standard Boards
SOW	Scope of Work
SPIDS	Senior Policy and Institutional Development Specialist
STTA	Short-Term Technical Assistance
TOR	Terms of Reference
ToT	Training of Trainers
USAID	United States Agency for International Development
USD	United States Dollars
VAT	Value Added Tax
VC	Value Chain
VCCGs	Value Chain Competitiveness Grants
VFC	Vision Finance Corporation
WFP	World Food Program

EXECUTIVE SUMMARY

The Private Sector Driven Agricultural Growth (PSDAG) project is a five-year (August 2014- August 2019) USAID-funded initiative implemented by International Resources Group (IRG) with the aim of increasing smallholder incomes by promoting private sector investment. PSDAG has two primary complementary objectives: (1) To assist the Government of Rwanda (GOR) to increase private sector investment, and (2) To facilitate increased private sector investment by upgrading agricultural value chains.

This Year 1 Annual Progress Report (October 1, 2014 – September 30, 2015) covers the following areas: systems and personnel, performance by contract objects and intermediate results, monitoring & evaluation, cross-cutting themes (including social inclusion), partnerships and linkage building, and challenges and lessons learned.

Project systems and personnel: As at end of Year 1, PSDAG had recruited 67 staff, including 30 District Field Agents (DFAs) onboarded from USAID's Privatization of Rwanda's Fertilizer Import and Distribution System (PReFER) program. All Sr. Management positions have been filled including that of the Chief of Party (COP), Deputy Chief of Party (DCOP), Senior Policy and Institutional Development Specialist (SPIDS), Monitoring and Evaluation (M&E) Specialist, Senior Value Chain Specialist, and Director of Administration and Finance (DAF).

Progress on Objective 1: Key achievements in Year 1 include: conducted Airfreight Competitiveness Study; reviewed and provided feedback on the 2013 Agribusiness Investment Roadmap, conducted assessment of Public Private Dialogue (PPD) process at multiple levels to support the redesign and revival of the PPD forums with the Private Sector Federation (PSF); drafted Terms of Reference (TOR) and Action Plan for National Agribusiness Strategy, conducted initial institutional stakeholder mapping and assessment to inform development of the National Agribusiness Strategy and improved Investment Promotion Framework. PSDAG Embedded Investment Advisor (EIA) at the Ministry of Agriculture and Animal Resources (MINAGRI) supported the Investment Support Unit (ISU) on the following: facilitated privatization efforts of MINAGRI flagship projects and programs; facilitated project to digitize mapping of public marshland under MINAGRI custody; maintained Investor Issues Tracker; and supported the development of an outreach campaign for Economic Development and Poverty Reduction Strategy (EDPRS II).

Progress on Objective 2: Key achievements in Year 1 include: capacity building of all PSDAG staff were in the Value Chain Facilitative Approach; completed the selection of core value chains and subsequent value chain analysis; developed a Private Sector Engagement Strategy; conducted stakeholder mapping and rapid market analysis maize, beans, Irish potatoes and horticulture; provided Post-Harvest Handling (PHH) training and grants for maize cooperatives; **Outputs** of PHH grants include: 21,143 (9,275 female) maize farmers trained; 16 cooperatives acquired 23 diesel-operated maize shellers and 10,867 tarpaulins. **Outcomes** of PHH grants include: 58% of assisted farmers adopted new technologies; USD \$625,512 in incremental farm gate sales, and USD \$142,653 in value added sales. In addition, PHH grants resulted in USD \$8,708 in new private sector capital investments in agricultural technologies by 3 cooperatives and USD \$4,333,049 value of gross farm incomes of assisted farmers. Other accomplishments include: supported 6 companies to participate in the Dutch Horticulture Trade Mission to the Netherlands; adapted Farmbook modules to Rwandan context for upcoming pilot for potato collection centers; conducted ToT in value chain financing, risk assessment, product development, and portfolio management for 28 employees of 12 financial institutions; and provided technical assistance to the Banque Rwandaise de Development (BRD) and Vision Finance Corporation (VFC) to develop

improved agriculture lending strategies. In addition, the project released two sets of Requests for Applications for private sector grants, for which the project received 122 applications.

Progress on M&E and Cross Cutting Themes: completed a Social Inclusion Study and conducted mandatory Social Inclusion training for all staff; completed final Pesticide Evaluation Review and Safe Use Action Plan (PERSUAP); submitted drafts of project Environmental Mitigation Monitoring Plan (EMMP); and completed the Year 1 and 2 Work and M&E plans. Others include: completed sample survey of beneficiaries of Maize Cooperative PHH Grants; collected GIS data on Maize Cooperative PHH Grants; and supported the National Coordination Committee of the Agrostudies Plus program to select 120 students for 2015/16 cohort.

Partnerships and linkages: In Year 1, the PSDAG project identified 16 other USAID and third party-funded projects with similar mandates with the aim of establishing partnerships and linkages to ensure cost-effectiveness in project implementation. These collaborative efforts are discussed in Section 4 of the report.

I. PROJECT PERSONNEL AND SYSTEMS

I.I. PERSONNEL

I.I.I. LONG-TERM PROJECT STAFF

By the end of Year 1, PSDAG had recruited 67 staff (including 30 District Field Agents). One remaining staff, the Embedded Investment Advisor at Rwanda Development Board (RDB) has been recruited and will begin work in Q1 of FY2016.

In Q1, PSDAG filled 12 positions, out of the 36 proposed positions including three key personnel positions, namely the Chief of Party (COP), Martin West, the Deputy Chief of Party (DCOP), Tim Muzira, and Monitoring & Evaluation (M&E) Specialist, Wilson Kakai. However, one key personnel, the proposed Sr. Policy and Institutional Development Specialist (SPIDS) decided in September to take up other employment at the Rwandan Development Bank (BRD) as their head of restructuring and development. Other PSDAG positions filled in Q1 as follows:

- Policy Reforms and PPD Advisor, Jean Bosco Rwigema,
- Embedded Investment Advisor (EIA) at MINAGRI, Providence Mavubi,
- Senior Value Chain Specialist, Francois Nsengiyumva
- Lead Finance Facilitator, Verena Ruzibuka,
- Deputy M&E Specialist, Emmanuel Gasana,
- Communications Manager, Christelle Kamaliza
- Senior Grants Manager, Liliane Mugeni,
- Accounting Manager, Marie Claire Tunga, and
- Capacity Building and Training Assistant, Jean Marie Vianney Hitayezu,
- Head Driver, Donald Mugenzi.

In Q2, PSDAG filled an additional 12 positions as follows:

- Senior Policy and Institutional Development Specialist (SPIDS), Ernest Ruzindaza,
- High Value Horticulture Value Chain Specialist, Marie Nizeyimana,
- Agro-Enterprise Development Manager, Wellington, Dzvene,
- Knowledge Management and Capacity Building Manager, Jennifer Mujuni,
- Social Inclusion Manager, Fabian Kayitare,
- Finance Specialist, Jacques Baziga and
- GIS and Farmbook Technology Specialist, Florian Habinshuti,
- Logistics and Admin Assistant, Nadine Umuhoza,
- Procurement Assistant, Angela Tugume, and
- Grants Specialist, John Shema,
- Driver, Ayubu Vuningoma, and

- Head Driver, Donald Mugenzi.

The SPIDS and the Senior Value Chain Specialist voluntarily resigned in February and there was a leadership transition in the project. Martin West was replaced by acting COP, Jonathan Greenham immediately following Mr. West's last day on the project, which enabled a smooth transition and continuation of most project activities. By the end of Q2, PSDAG identified a strong COP replacement candidate and submitted them for USAID approval.

In Q3, a new COP, Melanie Bittle, took over the leadership of the project from the acting COP, Jonathan Greenham. Four additional staffing positions were filled, including:

- Director of Administration and Finance, Godefroid Nsekambabaye, and
- Farmbook Field Manager, Yannick Ndoli,
- Farmbook Field Manager, Fabrice Gatari, and
- Farmbook Field Manager, Jean Claude Bugingo.

In Q4, PSDAG filled an additional 38 positions as follows:

- Replacement SPIDS, Joseph Nzomoi,
- Replacement Senior Value Chain Specialist, Chantal Umuhire,
- Investment Specialist, Barbara Mbazbazi,
- ICT and Systems Specialist, Vianney Mugisha,
- Agro-input Systems and Policy Specialist (District Field Agent Coordinator), Martin Hakizayezu,
- 30 District Field Agents, and
- 3 additional drivers

A suitable candidate for the position of Embedded Investment Advisor was identified and submitted to RDB for concurrence, before submission to USAID for approval. The identified candidate will begin work in Q1 of FY2016. In addition, PSDAG initiated recruitment of four Technical Implementation Assistants to support the implementation of the Value Chain Competitiveness Grants that will be implemented by the Objective 2 team in FY2016.

I.1.2. SHORT-TERM TECHNICAL ASSISTANCE

a) Engility Home Office

In Q1, Engility deployed Home Office staff and consultants to provide Short-Term Technical Assistance (STTA) to assist in the project start up activities in various areas including finance, administration, procurement, grants, contracts, IT and preparation of Year 1 Work Plan. The following Engility Home Office staff provided STTA to PSDAG: Kat James, FCPA; Deandra Mcmillian, Contracts Specialist; Dieynaba Diallo-Bah, Senior Administration; Dave Hutton, IT Director; Kaitlin Buttler-Ricketts, Senior Specialist; Ravi Nayak, Project Manager and Agriculture Enterprise and Food Security Specialist; and Jonathan Greenham, Agriculture Specialist. In addition, Engility contracted Denise Mainville, M&E Specialist and Henry Harmon, Value Chain Specialist to prepare an M&E plan and conduct value chain assessment, respectively.

In Q2, Alan Schroeder, PERSUAP Expert, prepared a PERSUAP for the PSDAG project. During the same period, Denise Mainville, M&E Expert, provided guidance and support to the field team in the preparation for the tools needed for a project baseline survey.

Jonathan Greenham continued to serve as the Acting COP during Q2 and as Senior Technical Advisor in Q3. Jonathan assisted in preparing PSDAG EMMP, terms of reference documents for the National Agribusiness Strategy, and terms of reference for a Livestock Competitiveness Study. He also assisted Component 2 team with planning and implementing activities for Q4 and preparation of Year 2 work planning process in July. In April, Bronwyn Irwin, the Practice Manager for Agriculture and Food Security and Kristen Pfeiffer, the Senior Agriculture Finance Specialist, from Engility Home Office, provided STTA to PSDAG on the following areas: Value Chain Market Facilitation training and workshop for all PSDAG technical staff and capacity building of finance and administration staff.

b) Catholic Relief Services (CRS)

In Q3, CRS provided STTA to support the rollout of Farmbook. In April, Jack Kaburu conducted a training session on the 'Map and Track', a registration module of Farmbook for field managers and PSDAG staff. The 'Map and Track' module registers farmers and basic information about their land, inputs used, yields, and sales. The module is the basis for subsequently creating farm production and business analysis that can be used to inform improved decision making. In May and June, Dai Peters conducted a field assessment of the potato value chain in order to inform the project about CRS's plan to make Farmbook a sustainable, market-driven tool. As a result of her findings, the project decided to rollout Farmbook on a pilot basis with a small number of qualified cooperatives, aggregation points, and/or potato farming groups.

c) Crown Agents

In Q1, Mutale Chilangwa, Project Manager, conducted recruitment of Objective 1 staff and provided support in the preparation of Year 1 Annual Work Plan.

In Q2, Dave Soroko supported Objective 1 including the recruitment of the replacement SPIDS, identification of a suitable candidate for the RBD EIA, preparation of a preliminary policy matrix, and provision of preliminary analysis and the plan for simplifying the 2013 Agribusiness Investment Roadmap.

In Q4, STTA, Damian Guilleminault worked closely with the Rwanda PSDAG staff, Private Sector Federation (PSF), MINAGRI, RDB, and other public and private stakeholders to map and describe the current roles and responsibilities of public institutions, donors, and private sector entities involved in Rwanda's current Investment Framework; assessed capacity building needs of public Investment Framework institutions mapped; made recommendations for improvement or adjustments to be made to the current Investment Framework; and assessed current public/private dialogue process and make recommendations for improvement.

c) Connexus

In Q1, Nikolaus Eichman, Investment Advisor, provided STTA to PSDAG in recruitment activities. In Q2, John Berry, Agricultural Finance Expert, assisted Banque Rwandaise de Development (BRD) to develop a new agriculture lending strategy as part of the bank's restructuring.

In Q4, Connexus sent to out two additional specialists to provide STTA. Kathleen Charles, Senior Agricultural Finance Specialist provided technical assistance to BRD by assessing the bank's follow-on needs of the newly established agriculture department. Patrick Starr, Agriculture Lending and Institutional Development Specialist, provided technical assistance to Vision Finance Company (VFC) to profile their agriculture portfolio, establish agriculture lending best practices and suggest any improvements to be made in structure of agriculture lending department. In addition, Kathleen Charles, and Patrick Starr conducted Training of Trainers on Agricultural Value Chain Financing for 12 financial institutions.

I.2. SYSTEMS

In Q1, PSDAG developed and operationalized the following project policies and manuals: personnel manual, finance policy, and grants manual. PSDAG staff were trained on Engility's Code of Ethics, Anti-Bribery/Foreign Corrupt Practices Act (FCPA) compliance procedures. In the same period, PSDAG received office furniture and equipment from other closed USAID projects. The project procured additional computers and furniture for new staff, hired an internet service provider and cleaning and security services, and wired the office for sharing of internet and the server.

During Q2, the project procured two new vehicles and received two additional cars from other USAID projects' disposition plans. The project continued to procure computers and furniture for new staff, tablets for Farmbook, server software and a multi-tasked copier. In addition, PSDAG engaged an IT firm to develop an electronic data collection and reporting system, which is an M&E system that would facilitate implementation of the Consolidation Networks (CNs)¹ in the priority value chains. The implementation of the CNs will be embedded in the grant mechanism.

In Q3, procurement and registration of vehicles was completed. PSDAG has four operational vehicles, therefore, stopped renting cars for its operations.

Also in Q3, the finance and operations team initiated a shared filing system to improve the efficiency of procurement, grants and financial documentation reviewed by home office. This system is based on SharePoint.

¹ Value chains actors with upstream and downstream market linkages will be facilitated to collect and share data with other value chain actors through an eplatform.

2. PROJECT PERFORMANCE

2.2.1. OBJECTIVE 1: ASSIST GOR TO INCREASE PRIVATE SECTOR INVESTMENT

Summary of Objective 1 accomplishments in Year 1:

- The MINAGRI Embedded Investment Advisor (EIA) supported the Investment Support Unit (ISU):
 - Facilitated “before-care” activities between investors and GOR for MINAGRI flagship projects and programs such as the Mukamira Dairy Plant (MDP), Kigali Wholesale Market (KWM), and Gako Beef Project; and facilitated Grow Africa engagement with investors and completions of letters of intent between RDB and AVOKA Growers and Kigali Mushroom Company;
 - Assisted in the coordination of the Agrostudies Plus Program resulting in the improvement of the recruitment process and the successful recruitment of 120 new students;
 - Facilitated project to digitalize mapping of public marshland under MINAGRI custody;
 - Maintained Investor Issues Tracker;
 - Supported the development of an outreach campaign for EDPRS II.
- Reviewed the 2013 Agribusiness Investment Roadmap and provided feedback on an improved structure.
- Conducted initial institutional stakeholder mapping, institutional capacity assessment, terms of reference (TOR), and action plan to inform development of the National Agribusiness Strategy, which will include an improved Investment Promotion Framework.
- Conducted Airfreight Competitiveness Study.
- Collaborated with MINAGRI in the development of terms of references for a Livestock/Poultry Competitiveness Study.
- Contributed to validation of the National Seed Policy (to be submitted for approval and publication in Q1);
- Conducted initial assessment of Agriculture Information System (Land Database) Proof of Concept to inform FY2016 work.
- Conducted assessment of Public Private Dialogue (PPD) process at multiple levels to support the redesign and revival of the PPD forums with the Private Sector Federation (PSF).
- Absorbed 30 District Field Agents (DFAs) from Privatization of Rwanda’s Fertilizer Import and Distribution System (PReFER)

2.2.1.1. INTERMEDIATE RESULT 1.1: ESTABLISH AN INVESTMENT FRAMEWORK

In Year 1, PSDAG carried out several tasks with the aim of facilitating the GOR to establish an investment framework in the agriculture sector.

a) National Agribusiness Strategy and Investment Promotion Framework

In Q2, PSDAG staff initiated consultations with RDB, MINAGRI, NAEB and PSF, to identify priority action points to support the refinement of an Investment Framework structure. In addition, staff participated in the planning and launch of the validation workshop of Plan for Transformation of Agriculture in Rwanda (PSTA) III results framework. Discussions were initiated with MINAGRI to identify the precise areas of PSDAG support in PSTA III awareness campaigns.

In Q3, PSDAG staff and Crown Agents STTA, Dave Soroko, worked with the RDB Agribusiness Specialist to review the 2013 Agribusiness Investment Roadmap. The review team identified gaps and made recommendations to address the identified gaps. Initial input concerning the revised structure and content of the Roadmap was presented to MINAGRI on June 26. It was decided that the completion of the new information system needed to be a more collaborative effort between PSDAG, MINAGRI, and RDB. Therefore, Mr. Soroko created an action plan for the development of an Agriculture Investment Framework Sub-working Group, which will be tasked to finalize the review of Agribusiness Investment Roadmap. PSDAG was requested by the Agriculture Sector Working Group (ASWG), chaired by the Permanent Secretary of MINAGRI and USAID, to draft a terms of reference (TOR) to develop the National Agribusiness Strategy. Sr. Advisor, Jonathan Greenham, therefore developed a draft TOR that was distributed to ASWG members for comment and feedback.

In Q4 and as a follow on to Mr. Soroko's work, Crown Agents' STTA, Damian Guillemineault, worked with Objective 1 staff to map and identify current roles and responsibilities of public institutions/donors/private sector entities involved in Rwanda's current Investment Framework. In addition, Mr. Guillemineault interviewed 122 individuals in numerous national and district level Rwandan institutions on their roles in facilitating private investments in agriculture. This was necessary as 6 ministries, 17 government institutions, and district officials from all 30 districts are in some way involved in the investment process. Mr. Guillemineault's final report will be presented in Q1 of FY2016 and will include information on how the Investment Promotion Framework should function, how it is currently functioning, and make recommendations for how it can be improved, taking into account current institutional capacity constraints. The final report will also include a sample outline for the National Agribusiness Strategy document, sample guidelines for assessing and prioritizing prospective investments, and an action plan for completing the document. In Q1 of FY2016, PSDAG staff will work with the EIAs and GOR counterparts to present Mr. Guillemineault's findings and inaugurate technical working groups to implement recommendations.

b) Agribusiness Policies

Airfreight Competitiveness Study

In Q2, PSDAG signed a MoU with the Institute of Policy and Research (IPAR) under which IPAR would review policies relating to investment promotion in the agribusiness sector. However, in Q3, upon the request of USAID, PSDAG contracted IPAR to conduct a study on the competitiveness of the airfreight sector as it relates to agricultural exports. The final report was presented to stakeholders on September 28, 2015. The study identified the following challenges in the airfreight market in Rwanda:

- Low volumes for export.
- Lack of sufficient land for extensive farming.
- Insufficient local production.
- Access to finance for investment in production related activities, upgrading standards and meeting marketing related activities, and finance for exporting.
- Poor coordination of exporters.
- Lack of cold chain facilities.
- High cost of transport to international markets.

- Inadequate market information.
- Absence of certified pack houses.
- High dwell time at airport.
- High VAT charged on export services.

In view of the above, the study identified the following issues for policy discussion:

- Address export value chain constraints through promotion of horticulture and other airfreight using sectors via Export Guarantee Facilities, PPP investments, simplification of land acquisition processes, formation and strengthening of producer organizations and working with Rwanda Standard Boards (RSB) to ensure the export products meet international standards.
- Airfreight export and transport related constraints such as the establishment of a fully integrated cold chain, facilitation of air cargo rate negotiations, the provision of a trade information desk at PSF and MINICOM and the simplification of clearance and customs procedures by establishing a one-stop shop at Kigali International Airport and a warehouse for smaller exporters to use.
- Address legal and regulatory constraints such as VAT exemption for export services and an assessment of the ban on plastic with the potential for lifting the ban for export packaging.

In addition, in light of the data presented by the Airfreight Competitiveness Study, Crown Agents' STTA Damian Guillemineault, provided additional feedback to NAEB concerning initiatives the institution can take to improve exports. This feedback included:

- Explanation of Export Guarantee Funds and Export Growth Funds, how they work together and recommendations for analyzing what would be best for Rwanda:
- Suggestions on establishing aggregation services to fill containers for airfreight services in order to have higher, more consistent volumes that would lead to more competitive airfreight prices;
- Suggestions on GOR purchasing air cargo space in advance and in bulk to get a lower price (i.e. essentially a 'future') and then auctioning off space to companies. As part of this program, GOR could possibly purchase 'ballast' space, which in theory should already be at a lower rate.

In Q1 of FY2016, PSDAG will present the findings of the study and facilitate a discussion regarding recommendations to both public and private stakeholders in partnership with IDEC of MINICOM.



IPAR staff member presenting the Airfreight Competitiveness Study results at the stakeholders validation workshop at Lemigo Hotel on September 28, 2015

Livestock Study

In Q3, PSDAG was approached by MINAGRI / MINCOFIN and USAID to combine and conduct two studies concerning the livestock sector in Rwanda. MINAGRI and MINCOFIN requested a study on the competitiveness of the livestock industry as a whole in order to inform the government on how to proceed with appropriate interventions. At the same time, USAID requested if PSDAG could conduct a livestock value chain assessment that, in addition to identifying and quantifying the market and value chain constraints, would include assessing cultural factors (i.e. preferences, gender dynamics, ability of households to supply and purchase), regional trade dynamics, recommendations for interventions by donors and opportunities for PPP, and an institutional mapping and capacity assessment. PSDAG created a combined TOR for the two studies, along with a projected budget that was presented to MINAGRI and USAID for feedback.

In Q4, PSDAG support to USAID to conduct their livestock study was dropped. However, in August, PSDAG continued to work with MINAGRI to develop a TOR for their livestock study. In order to reduce time and expenses, MINAGRI requested that PSDAG focus on the poultry sector. In Q1 of FY2016, a Request for Proposals (RFP) will be released for international and local firms.

National Seed Policy, Law and Ministerial Orders

The Seed Sub-Working group supports the GOR in its efforts to enable farmer access to improved seeds by developing a more liberalized environment. The working group includes MINAGRI, the private sector, and major donors such as BTC, IFDC, Swiss Development Cooperation, One Acre Fund, and PSDAG (PSDAG staff joined in Q4). In Q4, the group reviewed and provided feedback on the proposed 2015 Seed Law to ensure the law truly harmonized with COMESA laws. In addition, the group developed and validated an updated National Seed Policy. The policy document will be submitted to Cabinet by the Minister for Agriculture in mid-November 2015 for adoption and subsequent publication. The Seed Law is currently in Parliament and will be finalized once the National Seed Policy is published. The Seed Law will determine how the National Seed Policy will be operationalized. Once this is completed, the group will begin to review draft regulations to ensure they align with the finalized 2015 Seed Law (i.e. variety release, seed certification, plant variety protection, registration of seed dealers). The group will also make actionable recommendations on how the seed subsidy program can be streamlined and will create a national strategic and implementation plan for scaling up improved seed marketing. PSDAG will assist the group with involving the private sector to give feedback on proposed reforms during Year 2.

c) Agriculture Information System (Land Database) Proof of Concept

In Q4, PSDAG staff was asked by MINAGRI to support the verification of land parcels ‘digitized’ by the ISU in Q3. As a result, PSDAG conducted an initial analysis of the need in order to have a better understanding of what type of support was needed. The results of this analysis were as follows: MINAGRI is the custodian of all public marshlands set aside for agriculture and animal husbandry. Over the past few years, agribusiness investors have found the process for finding land lengthy and therefore costly. In 2015, ISU of MINAGRI created an electronic database using scanned land titles issued on registered parcels. The database will enable MINAGRI to monitor the use of the public land under its custody and to ensure optimum productivity by the current and/or future users. Currently, the database only includes the size and location of the mapped land. The ISU would like to conduct a physical verification of the land and provide more information about the land that would be useful to the investment process, such as current land use, who is using the land (natural or legal person), what types of user/ownership rights do the current users have, what types of crops are grown on each parcel and confirm if the parcel is under the land use consolidation scheme, and the physical and GIS address of each parcel including district, sector, cell and village. In addition, a Prime Minister’s Order Establishing the List, Classification and Boundaries of Swamps and Setting up Modalities for Use, Development and

Management thereof is currently under the review of the Rwandan Cabinet. As the title suggests, it provides the list, classification, and boundaries and explains how that land can be used and ‘leased’ to other entities for use. Entities wishing to ‘lease’ land, must apply on a competitive basis and, therefore, having investment information available for prospective investors is important. Ideally, any system set up should integrate with the National Land Administration Information System (LAIS) and possibly the National Land Use and Planning Portal (NLUPP), supported by Rwanda Natural Resources Authority (RNRA). In Q1 of FY2016, PSDAG will hire an STTA to provide an assessment of what this system would look like and assist with the initial ‘proof of concept’ of this system (i.e. verification process) for 20 marshland sites.

2.2.1.2. INTERMEDIATE RESULT 1.2: IDENTIFY AND DEFINE ROLES AND RESPONSIBILITIES OF PUBLIC ENTITIES

In Q2, PSDAG initiated discussions with public entities (MINAGRI, RDB, PSF, Rwanda Cooperative Agency - RCA and NAEB) on the need for the review of roles and responsibilities of these entities with regard to promoting investment in agriculture. However, progress was delayed as a result of the absence of the SPIDS, the primary point of contact in PSDAG for this task.

As noted above, in Q4, Crown Agents’ STTA, Damian Guilleminault was tasked with mapping and identifying current roles and responsibilities of public institutions/donors/private sector entities involved in Rwanda’s current Investment Framework. Damian’s recommendations will be used to further the objectives under this result in FY2016.

2.2.1.3. INTERMEDIATE RESULT 1.3: STRENGTHEN CAPACITY OF RELEVANT PUBLIC ENTITIES

In Q1, the TOR for an EIA was developed in consultation with MINAGRI. PSDAG recruited and placed the EIA at the ISU at MINAGRI. PSDAG did not receive approval and go-ahead for the EIA for RDB until Q3.

In Q2, MINAGRI officially launched the ISU, which was intended to improve the investor experience and increase the level of agricultural investment. Initially the unit was to be staffed by five MINAGRI employees and two imbedded donor advisors, including the PSDAG MINAGRI EIA. MINAGRI staff for these positions were not recruited until Q4, such that the PSDAG EIA was the sole human resource for the unit for the entire year. Throughout Year 1, the EIA supported MINAGRI on the management and implementation of 14 Public Private Partnership investment opportunities supported by MINAGRI (called flagship projects). These projects are still in the process of being implemented and privatized. In addition, the EIA supported a project to digitize information on public marshland under MINAGRI custody that can be leased to investors in agriculture and supported potential investors in ‘before care’ activities, which included updating and maintaining the MINAGRI investor issues tracker and database. The EIA also serves as the MINAGRI focal point for the Industrial Development Export Council (IDEC) under MINICOM and serves on several organizing committees for 2016 investment forums - Grow Africa’s 2016 World Economic Forum, the 2016 Forum for Agriculture Research in Africa (FARA), and the ApiExpo Africa 2016.

In Q3, PSDAG supported the Minister of State in Charge of Agriculture (MoS) at the 19th Agritech Exhibition and Conference in Israel to showcase Rwanda’s development of sustainable agriculture, investment facilitation, inclusion of youth in agriculture, and the use of ICT tools in the development of agriculture.

Progress made by the ISU on flagship projects, investment forums, and contacts made as a result of the Agritech Conference are described in more detail in Annex II. In Q4, the EIA for RDB was recruited and will begin work in Q1 of FY2016.

2.2.1.4. INTERMEDIATE RESULT 1.4: ENHANCE THE ABILITY OF GOVERNMENT AND BUSINESS TO PRODUCTIVELY ENGAGE EACH OTHER

In Q3, PSF presented PSDAG with a proposal for reviving the Public/Private Dialogue (PPD) Agriculture Forums. PSF requested that PSDAG assist the organization in launching the forum in June. After feedback from the MINAGRI that the forums are not effective and standardized, PSDAG decided to hold off on the launch until further data and analysis could be conducted. PSDAG developed an STTA TOR for studying the PPD process in Rwanda in order to identify capacity building needs of public and private entities in the national PPD process.

In Q4, Crown Agents' STTA, Damian Guilleminault, conducted a review of the current public/private dialogue processes and made recommendations for improvement of a system at the national level. Damian established that PPD at the district level is robust and effective, partly attributed to the work of GIZ and the Rwanda Public Private Dialogue Secretariat (RPPD). At the national level, however, the PPD process for agriculture is weak. This is due primarily to the absence of a framework that provides broad based participation, as well as some capacity related weaknesses within the institutions participating in the PPD process. The main issue is that current national level forums, such as the Agriculture Sector Working Group (AWSG), are more "top-down" in nature, including only GOR and donor participants and very few private sector participants. Agriculture as a PPD topic at the district level is linked to the economic make-up and relative importance of the district. In other words, agriculture as a topic of PPD naturally has a larger role in more agrarian districts. However, since agricultural policy is generally set at a national level, there can be no improvement in agricultural related PPD as long as the national level forums are not improved. Key recommendations of the Mr. Guilleminault's analysis will be presented in Q1 of FY2016.

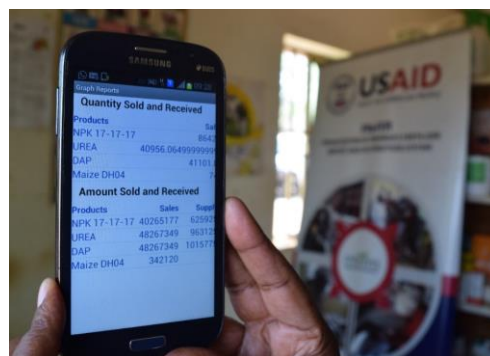
2.2.1.5. INPUT SUBSIDY PROGRAM DISTRICT FIELD AGENTS (DFAS) TO SUPPORT MINAGRI

In Q3, PSDAG was approached by MINAGRI and USAID to determine if the project could absorb the cost and TORs for 18 months for 31 District Field Agents (DFAs) currently employed by USAID's Privatization of Rwanda's Fertilizer Import and Distribution System (PReFER) project, which closed at the end of August. The DFAs are deemed crucial to MINAGRI's sustainability plan of the Fertilizer Subsidy Program. PSDAG met with MINAGRI and with PReFER staff and developed feedback for USAID.

All 30 DFA's and 1 DFA Coordinator were fully integrated into the PSDAG project following an orientation workshop which took place on September 16, 2015 in Kigali. The purpose of the orientation was to explain to the DFA's the objectives of the project and the role they will be expected to play to facilitate the achievement of these objectives. Results from the Subsidy program from Q4 can be found in Annex III. Beginning in Q1 FY2016, these results will be reported under the PSDAG program



Thirty new PSDAG Project District Field Agents during their on-boarding workshop at Lemigo Hotel on September 16, 2015



mFarms application window displaying to Agro dealer, Glorioso MUSANABANDI, the quantity of fertilizer sold that day



Alice Yvonne CYANZAYIRE, new PSDAG DFA for Rwamagana District, Eastern Province signing her contract at the DFA on-boarding workshop on September 16, 2015

2.2.2. OBJECTIVE 2: FACILITATE INCREASE PRIVATE SECTOR INVESTMENT TO UPGRADE VALUE CHAINS

Summary of Objective 2 achievements in Year 1:

- All PSDAG staff were trained in the Value Chain Facilitative Approach.
- The selection of core value chains and subsequent value chain analysis was completed.
- Developed a Private Sector Engagement Strategy and integrated into Year 2 work planning.
- Completed priority value chain selection, 4 value chain analyses for maize, beans, Irish potatoes and horticulture, and stakeholder mapping to inform private sector engagement.
- Provided post-harvest handling training and grants for maize cooperatives:
 - Trained 21,143 maize farmers, of which 9,275 were women, from 23 cooperatives in postharvest and handling techniques to reduce postharvest losses for maize in Season 2015A;
 - Issued grants to 16 cooperatives to acquire 23 diesel-operated maize shellers and 10,867 tarpaulins, which resulted in approximately 58% of assisted farmers adopting new technologies, USD \$625,512 in incremental farm gate sales, and USD \$142,653 in value added sales.
 - Facilitated new private sector capital investments of USD \$8,708 in agricultural technologies by 3 cooperatives.
 - Value of gross farm incomes of assisted farmers from this activity was USD \$4,333,049.
- In collaboration with NAEB and the Dutch Embassy, PSDAG supported 6 companies participating in the Dutch Horticulture Trade Mission to the Netherlands, linking them to prospective buyers and suppliers of improved agriculture technology.
- Mapped and conducted initial capacity and needs assessment of 12 agriculture financial institutions.
- Conducted ToT in value chain financing, risk assessment, product development, and portfolio management for 28 employees of 12 financial institutions.
- Provided technical assistance to the Development Bank of Rwanda (BRD) and Vision Finance Corporation (VFC) to develop improved agriculture lending and strategies.
- Issued Grant Request for Application (RFA) for private sector entities capable of partnering with PSDAG to upgrade value chain utilizing new technology in the four selected value chains and reviewed 99 applications.

2.2.2.1. INTERMEDIATE RESULT 2.1: IDENTIFY MARKET OPPORTUNITIES AND LINK VC ACTORS TO OPPORTUNITIES

a) Selection of Priority Value Chains

In Q3, in consultation with USAID, PSDAG completed the selection of priority value chains. The selection of value chains was informed by four main criteria, namely; economic impact, development impact-farmer income, stakeholder priority, and social impact (women and youth). In view of these criteria, Irish potatoes, maize, beans and horticulture (fruits and vegetables), were selected as priority value chains for PSDAG². Following identification, the project conducted in-depth value chain analyses of selected crops to map VC actors and identify leverage points for upgrading. Still in Q3, PSDAG developed a facilitative, market systems approach to a Private Sector Engagement Strategy, which will provide a structured framework for partnerships under grants

² Top 10 value chains were considered. However, Coffee, Tea, Dairy, Cassava, Sorghum and Soy were eliminated on various accounts. Dairy is already receiving USAID support. Coffee and Tea, already have significant private sector investments, Cassava and Sorghum have issues with potential to increase small holder farmer income. Soy has erratic production patterns raising demand and business case issues. Rice will be considered since it is key to privatizing the GOR's investment in irrigation infrastructure.

and non-grant partnerships with private sector actors. As part of preparatory activities for Year 2 work planning, PSDAG staff conducted consultations with private sector players to identify opportunities for upgrading in selected value chains. In June, PSDAG in partnership with the Dutch Embassy supported six local horticulture firms to attend a horticulture trade mission in the Netherlands. The horticulture firms were then invited to submit grant applications responding to the RFA issued in Q4.

In Q4, PSDAG completed and submitted to USAID the value chain analyses for priority value chains. Value chain analyses reports identify key constraints and incentives/or opportunities for upgrading.

b) Mapping Value Chain Actors and Market Opportunities

In Q1 and Q2, PSDAG held discussions with market players to determine the potential for partnerships.

- PSDAG held discussions with East African Exchange (EAX) with the aim of creating a partnership through a Non-Disclosure Agreement (NDA) or MOU. The purpose of the partnership was to facilitate information sharing between EAX and PSDAG to leverage private sector investment in the agriculture sector. In Q2, EAX agreed to share their list of members and to conduct a joint training program. PSDAG visited one EAX-operated warehouse in Rwinkwavu, Kayonza district where EAX is piloting a warehouse receipt financing program with cooperatives, banks and other depositors. PSDAG was interested in identifying opportunities in the Warehousing Receipting System (WRS). The partnership agreement between PSDAG and EAX, was later dropped in line with the new Private Sector Engagement Strategy.
- In the maize value chain, PSDAG conducted consultations with two private sector companies, AGROTECH and Grain Pro, on possible partnership to increase availability of maize solar bubble drying technologies at affordable costs on the local market.
- In the potato value chain, discussions were conducted with Federation des Cooperatives des Agriculteurs de la Pomme de Terre au Rwanda (FECOPPORWA) to identify and scope the nature of support to cooperatives in potato storage investments (seeds and ware). Further discussions were conducted with INES Ltd. and FECOPPORWA regarding the supply of vitro plantlets to greenhouse operators for mini-tuber production, and addressing supply problems faced by RAB in 2015. PSDAG held discussions with Hinga Volvano Seed Company, a potential investor in potato seed production, through organized farmer groups.
- In the rice value chain, discussions were also conducted with Federation des Unions des Cooperatives Rizicoles du Rwanda (FUCORIRWA) to explore opportunities for partnership on improved post-harvest handling (PHH) in paddy rice.
- In the horticulture value chain, ProxiFresh requested PSDAG to support it in meeting Global Good Agricultural Practice (GAP) certification for requirements to enable it export snow peas to Europe. ProxiFresh requested support for grading 3.3 Km of feeder road from irrigated marshlands to the main trunk road in Kajevuba marshlands, Gasabo District. Ultimately it was decided that proving support for construction of a feeder road was outside of PSDAG's scope of work.
- Discussions were held with Kigali Farms on the promotion of mushroom powder as a supplement to chicken feed.
- FAIM, a private sector agribusiness, submitted a concept paper requesting a grant of US\$500,000, to leverage a US\$1.5M investment in the production and distribution of improved varieties of plants to farmers.
- Gashora Farming Estates requested assistance with determining how to develop demonstrations of new varieties of tomato and onion on irrigated land. During the same period, PSDAG received a request from Farm and Estates Holdings for support in negotiating land subleases to establish the Gashora agribusiness training center and a nucleus farm for vegetable production in Bugesera district.

- Balton Rwanda requested a partnership with PSDAG. Balton requested support for establishing two training centers. Implementation of MOU with Balton was dropped as it was not consistent with the principles of the new Private Sector Engagement Strategy.
- Fish House Ltd, a private fish production company submitted a concept paper for a fish feed mill requesting a grant of US\$250,000 to leverage US\$370,000 investment in fish feed plant. The grant request was not considered at the time because the core value chains had not yet been selected.
- Volountous Agricon (VAC) approached PSDAG for assistance in improving the sustainability and profitability of their business. In 2013, VAC signed a 15-year MOU with MINAGRI to provide mechanized services to farmers for a fee. Major constraints that affect the business transaction include: lack of access to capital for farmers to pay in advance for the services; lack of skilled machine operators leading to high maintenance costs; lack of access to low cost spare parts; and lack of knowledge of farmers as to the value added of mechanization (i.e. lower labor costs and higher yields). In addition, VAC was granted a VAT exemption in 2015 that will expire in 2016 and asked for assistance in continuing the exemption. In FY15, the company expanded operations in the Eastern Province and to provide services to over 3,000 farmers.

Consultations with value chain actors in Q1 and Q2 were largely exploratory but informed the development of the Private Sector Engagement Strategy and will assist in the evaluation of potential partners and grantees. In Q3, the PSDAG team continued to conduct interviews with major market players in the four selected value chains in order to identify major market opportunities and to identify constraints facing the supply of these opportunities. The information was used to develop the concept behind the Value Chain Competitiveness Grants and to inform the Year 2 work plan.

c) Value Chain Competitiveness Grants

In Q4, PSDAG launched the first RFA for Value Chain Competitiveness Grants (VCCGs). In July, a RFA for VCCGs was advertised targeting private sector actors in the four PSDAG priority value chains, namely; maize, beans, potatoes and horticulture (fruits and vegetables). A total of 99 applications were received by August 19, 2015. Evaluation of applications and shortlisting of potential grantees was completed. Shortlisted applicants for VCCGs are presented in Annex VII. Grant pre-award assessments will take place in October and the award of an initial set of grants is expected to be completed by November. Other granting opportunities will be made available through PSDAG's Annual Program Statement which will be published in October 2015.



Value Chain Competitiveness Grants Launch with the Private Sector in July 2015

2.2.2.2. INTERMEDIATE RESULT 2.2: STRENGTHEN VERTICAL AND HORIZONTAL VC LINKAGES AND BUILD CAPACITY

a) Maize Cooperative PHH Grants

In Q1, MINAGRI requested PSDAG to support PHH support to maize farmers with the aim of reducing Season 2015A post-harvest losses due to a bumper crop season. In response to this request, PSDAG designed and advertised RFAs for Maize Cooperatives Grants. A total of 39 cooperatives responded and after evaluation of applications and grant pre-award assessments, 16 cooperatives (with total membership of 19,000 famers) were identified. The cooperatives were awarded an in-kind grant package of PHH training, tarpaulins (10,000) and maize shellers (18).

In Q2, Maize Cooperative PHH in-kind grants were implemented. In summary, 21,143 farmers (11,868 male, 9,275 female) farmers were trained, and 10,867 tarpaulins and 23 diesel-operated shellers were distributed to 16 cooperatives financed on 50%-50% cost-sharing basis.

In Q3, PSDAG conducted a survey to establish the successes and failures of the Maize Cooperative PHH Grants. Findings of the survey are as follows:

- Value of gross farm income was USD \$4.3M;
- Value of domestic sales of value added products was USD \$142K (only 2 cooperatives mill maize);
- Value of incremental sales at farm gate was USD \$634K;
- Number of beneficiaries with new market linkages was 3,180;
- Number of farmers applying new technologies was 12,447; and
- Number of hectares under new technologies was 5,612 ha.

In Year 2, PSDAG, through the VCCG program, will seeks ways to link these cooperatives to aggregators and buyers (See Annex XII, *The Ripple Effect: Post-harvest Handling Changing Farmers; Livelihood*)

b) Dutch Horticulture Study Tour to the Netherlands

In Q3, PSDAG, in partnership with the Dutch Embassy, SPARK (a Dutch NGO) and Netherlands African Business Council (NABC), supported six (6) local horticulture businesses to attend a horticulture trade mission in the Netherlands. It is expected that newly acquired knowledge and contacts made by the six firms will lead to enhanced horticulture sector development in Rwanda and will strengthen the ties between the Netherlands and Rwandese horticulture business community. During the mission, the businesses participated in the following activities:

- Company visits
 - Roveg (Fruit & Vegetable Distributor, Q&A export regulations)
 - Tomatoworld (Greenhouse Technology)
 - Levoplant (Orchid Production, Sorting & Packaging)
 - Nature's Pride (Fruit & Vegetable Distributor and Processor)
 - Hoogse Wetering (Greenhouse production of strawberries)
 - Rijk Zwaan (Vegetable Breeding Company)
 - Workshop - 'How to create a sustainable value-chain' & 'How to find business partners & attract finance' by Mr. Aart van den Bos (Soil & More and Verbos Business Development)
- Business-to-Business Matchmaking - The Netherlands-African Business Council searched for partners, investors and other relevant contacts for the participants. Through individual meetings business opportunities can be discussed.
- Attended meetings and presentations:
 - 2nd meeting Horti Platform Netherlands- Rwanda
 - Presentation given by the Dutch Horticulture Trade Board

- International conference “NO MORE FOOD TO WASTE”
- Presentations given by The SMART-companies -Bosman van Zaal, Hoogendoorn, Rijkswaan, Koppert on the programs and their business activities in Rwanda.

Prior to departure and as a condition of support, PSDAG signed MOUs with each of the businesses requiring them to provide PSDAG with a trip report specifying what they learned and how they intend to utilize the experience to expand their businesses.

Among initial lessons learned and feedback by the companies are the following:

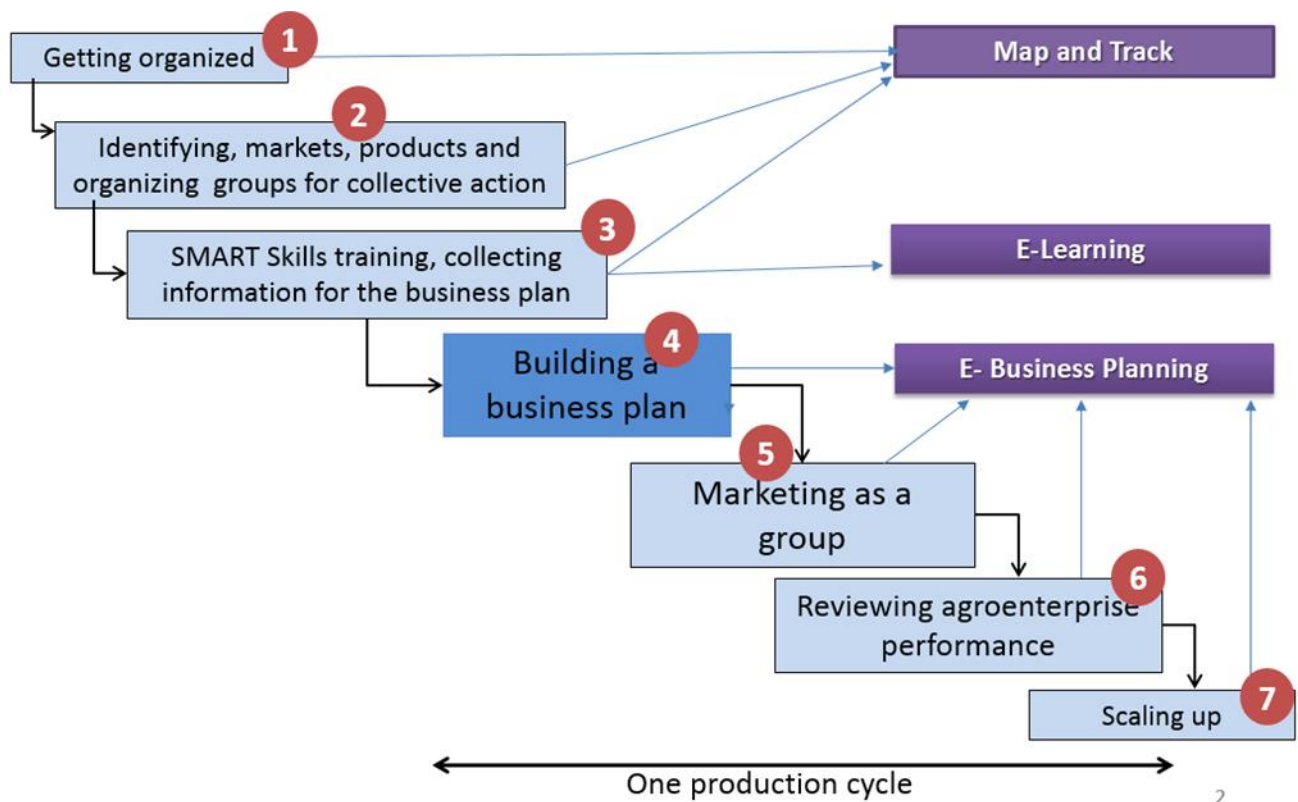
- Potential to export to the Netherlands, especially avocados, chili, sweet potatoes, tree tomatoes (ibinyomoro), passion fruits (maracuja) , pineapple, french beans and sugar naps peas;
- Rwandan exporters must take into consideration market-oriented farming, well-planned logistics systems, proper storage, packaging, branding, Global GAP certification (proper pesticide use, minimum residue monitoring), and client-specific certifications;
- The value of having a good business plan and networking to find funding opportunities;
- Methods for maximizing crop production in small production areas (green house technology); and
- Some initial contacts were made with prospective buyers.

All participants on the tour were invited to apply for the VCCGs RFA released in July. PSDAG will continue to follow up with the participants throughout Year 2 to continue to assess the potential for partnership (See Annex XII, *Horticulture Study Tour: The Seed of Opportunity*).

c) Pilot of Farmbook with Potato Collection Centers

PSDAG is supporting market-led professional aggregation of Irish potatoes in Musanze, Burera, Rubavu and Nyabihu districts of Rwanda. This is in line with MINICOM's new strategy for marketing Irish potatoes in Rwanda which introduces structured trading system that will engages farming groups, traders, and wholesalers in a system designed to more evenly distribute income along the value chain. The strategy organizes a geographical network of registered potato collection centers (PCCs) which will aggregate and synchronize supply utilizing formal selling contract mechanisms with a network of local cooperatives and farmers. The system seeks to evenly distribute profit by educating farmers about their cost of production (i.e. their floor price) and the prevailing prices offered by the market at the time of sale. MINICOM requested support for 150 potato collection centers at key locations that contain adequate storage facilities to put in place systems and processes for weighing, sorting, and grading the different varieties of potatoes in order to determine accurate prices for each variety.

As a strategy to strengthen the supply of raw materials to the PCCs as well as producer profitability, PSDAG is piloting the use of the Farmbook Suite, which is a set of integrated field-based data collection and reporting tools designed to help farmer groups through field-based agribusiness training, business planning, market analysis, and GIS linked service delivery. The suite consists of Map and Track, SMART Skills e-learning, and e-business planning. In Year 1, the Farmbook Map and Track iForm builder forms were customized for PSDAG needs, to include forms and training in Kinyarwanda and to sync with PSDAG's M&E system. As depicted in the below diagram, Farmbook Suite will build the agro – enterprise business capacity of cooperatives in a seven step approach designed to improve profitability at farm level, and as well as increase supply of produce at PCC level. Each of these steps will be supported by Farmbook Suite ICT tools (as shown below).



Farmbook Suite and Process



Farmbook Map and Track Demonstration

In Q3, three (3) Farmbook Field Managers were recruited to assist with the roll out of the pilot. Along with PSDAG staff, the Field Managers conducted initial assessments of prospective farmer cooperatives to participate. As noted earlier, PSDAG, with support from CRS STTA Dai Peters, conducted a rapid assessment of the potato value chain in order to establish a viable and sustainable market-driven strategy for the utilization

of Farmbook. Dai Peter's rapid assessment report recommended piloting Farmbook with 35 potato cooperatives and farming groups identified during the initial assessment.

In Q4, PSDAG issued a RFA for Farmbook and Upgrading of Potato Aggregation Centers Grants. In August, PSDAG conducted sensitization meetings with Irish potato actors in Musanze, Rubavu, Burera, and Nyabihu districts. The sensitization meetings were aimed at providing adequate information on the RFA process to potential grantees. PSDAG received 25 applications, which were evaluated, and 18 cooperatives were provisionally selected and visited as part of grant pre-award due diligence. A total of 15 cooperatives have been identified and earmarked for award of grants subject to fulfilment of all granting requirements. Grant award documents are being prepared and will be submitted to USAID for approval in Q1.



A woman potato producer happy to receive the fruits of her labor at a potato outdoor market in Nyabihu District, Western Province, in Q3.

Also in Q4, PSDAG hosted a USAID Mission that visited COIMU Cooperative, one of the provisionally selected potato aggregation sites. PSDAG staff demonstrated the use of Farmbook modules (registration, marketing, training and e-planning).



Potato Seed Production Federation (FECOPORWA) President showcasing their Irish potato seed supply system to PSDAG staff in Musanze, Northern Province



COIMU Cooperative President Dieudonne Kajyambere giving a presentation on Irish potato farming and collection

2.2.2.3. INTERMEDIATE RESULT 2.3: STRENGTHEN INPUT SUPPLY AND OTHER SUPPORTING SERVICES

a) Input Supply and Mechanization Services

See Section 2.2.2.1 b) Mapping Value Chain Actors and Market Opportunities for discussions held with various businesses involved in input supply and provision of services during Q1 and Q2.

In Q2, MINAGRI approached PSDAG with the aim of partnering to implement a Youth Mechanization Program. The proposed partnership was to bring together MINAGRI (supplier of power tillers), PSDAG (grant of \$500,000 to Agri-mechanization dealer), Agri-mechanization dealer (supplier of power tillers and spare parts to the youth), banks (to provide loans to the youth), and agri-business companies (to provide service contracts to the youth). This partnership was dropped because 1) there was a lack of verifiable information regarding the supply and demand for the machines among youth and 2) MINAGRI was planning to auction the same power tillers and tractors that PSDAG intended to utilize in the program.

In Year 2, through the grant mechanism and STTA, PSDAG will explore opportunities to assist Voluntary Agricon and other businesses wishing to expand mechanization of services to farmers.

b) Build Capacity of Financial Institutions

Rwandan Development Bank (BRD)

In Q1, BRD requested technical assistance to develop an Agricultural Lending Strategy. In Q2, Connexus' STTA John Berry assisted BRD to develop an Agricultural Lending Strategy with the aim of broadening BRD's loan products for agriculture sector. The Agricultural Lending Strategy was approved by the BRD Board for implementation in Q3.

BRD's Agriculture Lending Strategy intends to transform the agricultural sector from predominantly subsistence farming into semi-industrial production through the modernization and increased finance and investment. Of the USD \$700 million earmarked for development over the next five years, the bank has allocated USD \$170 million to finance the agriculture sector and USD\$ 222 million to finance the exports sector, which will benefit agriculture product exporters. These funds will be spent through subsidized lending through local commercial banks, grants and equity investments. As part of implementation of the Agriculture Lending Strategy the bank has identified three key pillars that will be of focus. These pillars include:

- 1) Modernization of agriculture through mechanization, irrigation and increased input finance;
- 2) New and/or improved value chain lending products; and
- 3) Risk management and innovative finance schemes.

In Q4, Connexus STTA, Kathleen Charles, assessed the bank's follow-on needs of the newly established agriculture department and assisted PSDAG with recommendations for additional technical assistance. Kathleen recommended that PSDAG should work with BRD on interventions that will have near term impact, including:

- Bank staff training/technical capacity building.
- Creation of systems that improve loan portfolio monitoring and customer performance.
- Development of new products or services adapted to needs of actors along the value chain.
- Establishment of new partnerships to leverage financial resources with and among key stakeholders e.g. government, donors, DFI, commercial banks, specialized investor funds, etc.

Kathleen further recommended that PSDAG sign an MOU with BRD that specifies action steps to be taken in helping their team implement their three pillars of the agriculture lending strategy. PSDAG is reviewing Kathleen's recommendations with a view to prepare an implementation action plan for FY2016.

Vision Finance Corporation (VFC)

In Q1, VFC approached PSDAG and requested partnership to enable the MFI provide better financial services to agriculture clients. Consultative meetings were held between VFC and PSDAG management and a MOU between the two entities was signed. The signed MOU intends to facilitate improved access to financial services to players in the agricultural value chains through credit and non -financial services. This MOU was signed by the USAID-PSDAG former Chief of Party Mr. Martin West and VFC CEO Mr. Ross Nathan.

To show institutional commitment VFC hired one staff with some experience as a loan officer in agriculture lending from a commercial bank to pioneer the establishment of the specialized unit in agriculture lending. Despite his experience, VFC still required more expertise.

In Q4, a Connexus STTA, Patrick Starr, provided technical assistance and advice to VFC to profile their agriculture portfolio, establish agriculture lending best practices and suggest any improvements to be made in structure of agriculture lending department. STTA report identified the following as priority next steps:

- VFC should formalize their strategy for agricultural lending.
- PSDAG could provide technical support during this time to walk the institution through defining the term sheets for new products, designing the pilot strategy, and finalizing the new products based on feedback from clients.
- PSDAG could provide VFC with assistance in developing more sophisticated delivery methods such as use of mobile technology capabilities for cash loan disbursements.

In Q1 of FY2016, PSDAG will discuss with VFC a structured mechanism for implementing Patrick's recommendations. Most likely, VFC will be asked to respond to Expressions of Interest for providing financial services to beneficiaries identified under the VCCF.

In Q3, PSDAG staff conducted a mapping of 12 Financial Service Providers to establish their constraints and training needs, and range of loan products for agriculture sector. The mapping exercise identified useful insights (challenges face by lenders and borrowers) to inform PSDAG Access to Finance (A2F) interventions in Year 2. As part of the Financial Service Providers mapping exercise, PSDAG staff attended a workshop organized by the Dutch Embassy and ICCO Cooperation, a Dutch NGO, with the aim of linking financial service providers, borrowers and stakeholders facilitating access to finance for agricultural value chains.

Following the capacity gaps identified in Q3 for financial institutions (FIs), a Training of Trainers (ToT) on agricultural value chains for financial institutions was organized and conducted for the institutions that expressed interest in agriculture value chains financing and loan appraisal, risk assessment and management, agriculture portfolio management, etc. The training was conducted by two consultants (STTAs) for 3 days (18-20 August, 2015). A total of 28 participants drawn from 11 financial institutions and 1 association of microfinance institutions (AMIR), participated in the training.

Overall, participants found the training very useful and practicable in their day to day tasks as loan officers and analysts. During the evaluation, participants mentioned that the training enabled them to better understand the dynamics of agriculture value chains and how important it is to understand the bottlenecks, market opportunities, and how business relationships can be used to mitigate some risks. PSDAG staff learned that for most of the FIs represented, financing this sector is a complete new venture. The FIs represented were

interested to learn more about Warehouse Receipt Systems (WRS), agriculture insurance, and agriculture product development. In Year 2, PSDAG will utilize its grant mechanism to identify beneficiary financing needs and then release Expressions of Interest to FI's to find partners. Once these opportunities are identified, PSDAG will utilize STTA through Connexus to provide technical assistance to the FI's for the piloting of new products.

Table 2: Summary Outputs of TOT on Agricultural Value Chains for Financial Institutions

Types of institutions trained		Distribution of persons trained by location		Number of persons trained	
Type of Institution	#	Location (District)	#	# of persons	#
Microfinance Institution	8	Nyarugenge	19	Total Persons Trained	28
Commercial Bank	2	Gasabo	3	# of Female	7
Development Bank	1	Kicukiro	2	# of Male	21
Association of MFIs	1	Muhanga	2	# of Youth (ages 18-35)	15
		Kamonyi	1		
		Kayonza	1		



Connexus STTA at the Agricultural Value Chain Finance and Credit Risk Assessment Training on August 18, at Umubano Hotel, Kigali



Participants at the Agricultural Value Chain Finance and Credit Risk Assessment Training on August 18, at Umubano Hotel, Kigali

3. MONITORING & EVALUATION AND CROSS-CUTTING COMPONENTS

3.1. MONITORING AND EVALUATION

Summary of M&E achievements in Year 1:

- Completed Year 1 and Year 2 M&E plans, which included setting indicator targets.
- Conducted sample survey of beneficiaries of Maize Cooperative PHH Grants.
- Gathered GIS data on Maize Cooperative PHH Grants.
- Compiled Monthly, Quarterly, and Annual Progress Reports.
- Developed M&E automated system that would be used to implement the Consolidation Network model.
- Piloted use of SurveyMonkey to collect baseline data for Agrostudies program and evaluations of PSDAG activities such as post-workshop evaluations.
- Collaborated with USAID to conduct project Data Quality Assessment.

Year 1 and Year 2 M&E Plans

In Q1, the Year 1 M&E plan was prepared and approved by USAID. Other major activities conducted included preparation for baseline survey and identification of requirements for setting up Consolidation Networks. The M&E unit also trained project staff on the contents of Year 1 Annual Work Plan.

In Q4, the Year 2 M&E plan was prepared and approved by USAID. The M&E plan consists of Year 2 PSDAG indicator targets and revised Project Indicator Reference Sheets (PIRS). Lessons Learned from Year 1 informed the process of setting Year 2 targets. An activity-based approach was used to determine PSDAG indicator targets, which entailed using data provided by provisionally shortlisted applicants for PSDAG's grant RFAs released in July. As a result, all Year 2 indicators are directly aligned with planned activities.

Baseline Surveys

In Q2, PSDAG determined that the initial plan to carry out a household-level baseline evaluation survey was not feasible. The change of approach was a result of two factors: 1) difficulty in determining treatment and counterfactual groups when the project works in all provinces of Rwanda, and 2) the financial cost of conducting a baseline of that size exceeded the contract budget for baseline activities. Instead, the project will collect activity-based baseline data utilizing the Consolidation Network M&E System.

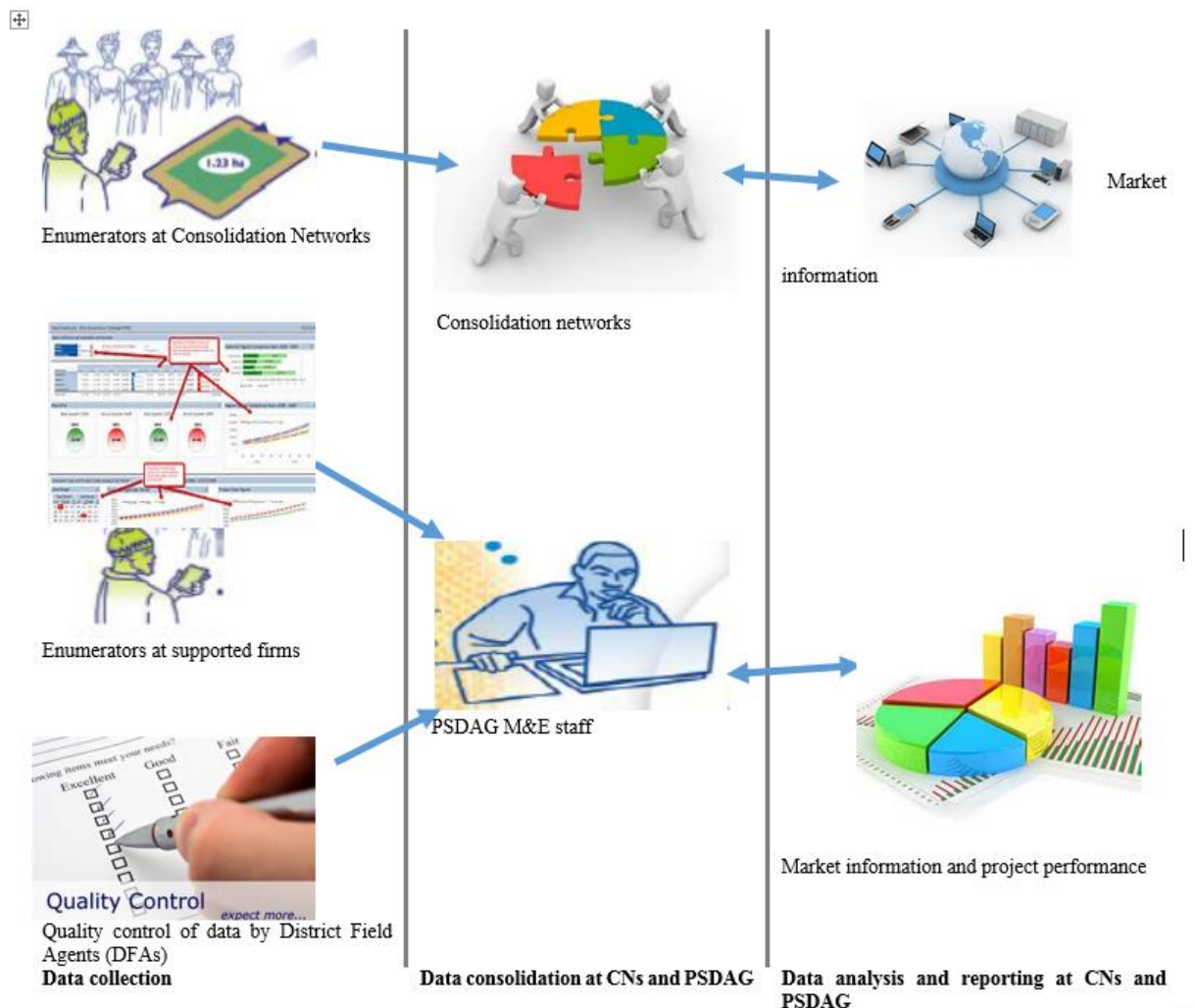
In Q3, PSDAG M&E unit conducted maize value chain survey to collect baseline and monitoring data from maize farmers who benefited from PHH grants offered by PSDAG in February 2015. Monitoring data was collected on the following indicators: Value of gross farm income, Value of domestic sales of value added products, Value of incremental sales at farm gate, Number of beneficiaries with new market linkages, Number of farmers applying new technologies (use of tarpaulins and shellers), and Number of hectares under new technologies. Results of maize value chain survey are presented and discussed under Objectives 2. Further, PSDAG prepared and submitted to USAID, Geographic Information Systems (GIS) data for maize value chain PHH grants activities.

Consolidation Network M&E System

The project competitively selected an IT firm to develop a paperless data collection, monitoring and reporting system, inspired by the Consolidation Networks (CNs) system set up by the IRG-supported USAID Economic Growth Project (USAID/PCE) in Senegal. This is an in-house electronic web-based data collection and reporting system to be rolled out to CNs (e.g. groups, cooperatives, input suppliers, agro dealers, aggregation centers, and or buyers) that are linked to large networks of individuals down the value chain to supply their needs. Data is partner-managed and can be used both by PSDAG and by the CN in decision-making processes. This electronic system (tablet and software) will be provided as an in-kind grant to CNs for use in data collection and reporting at CN levels. Grantees designate users to be trained, who will utilize the forms to upload data via the internet. PSDAG DFAs will provide training to grantees and will provide ongoing monitoring and mentoring to ensure data quality control. At the project level, data is stored on PSDAG servers, but in the future, all data will be cloud-based. Data can be easily downloaded into Excel and/or SPSS where data can be analyzed and reported to track performance of the project. This system was designed by PSDAG staff and developed by a contracted local ICT service provider and does not require a license fee from a third party or a sophisticated database management system.



Screenshot of PSDAG Data Collection, Monitoring Reporting System



PSDAG electronic data collection model

The M&E Specialist supported other project components to put in place data collection and reporting systems (data collection tools and progress reporting templates). The M&E unit continued with routine monitoring tasks such as preparation of progress reports (monthly and quarterly) and support technical staff to align project activities with PSDAG indicators.

Survey Monkey

In Q3, PSDAG opened an account with SurveyMonkey, an online, automated tool that utilizes mobile, web, and social media applications to conduct surveys. The tool provides real time responses, SPSS integration, and custom reporting. In Year 1, PSDAG utilized Survey Monkey to provide baseline data for the Agrostudies Plus program and for pre- and post-tests conducted for financial institutions participating in capacity building. In Year 2, the project will continue to utilize the tool for other surveys that can be automated, such as querying the private sector on their experiences in PPD and post-training workshop evaluations.

Data Quality Assurance

In August, USAID conducted a Data Quality Assessment to examine PSDAG M&E systems and approaches for collecting data to determine whether they are likely to produce high quality data over time. Provisional DQA recommendations are presented in Table 3.

Table 3: Summary of DQA recommendations

Indicator code	Indicator definition	DQA recommendation
Indicator code 4.5.2-31	Value of new private sector investment in the agriculture sector for food chain leveraged by FTF implementation.	Broaden the definition of value of new investments beyond capital investments to include value of investment by agro-dealers in fertilizer.
Indicator code 4.5.2-29	Value of agricultural and rural loans.	Broaden the definition of value of loans to include the value of credit financing.

These recommendations have been incorporated in PSDAG Year 2 M&E plan.

In September, the COP, M&E Specialist and Deputy M&E Specialist were orientated on the new FTFMS guidelines as relates to indicator disaggregation, data collection and reporting. Year 2 indicator targets have been prepared in line with new FTFMS guidelines.

3.2. SOCIAL INCLUSION

Summary of Social Inclusion achievements in Year 1:

- Completed Gender and Social Inclusion baseline study.
- Completed Gender and Social Inclusion Integration Plan.
- Trained PSDAG staff in Gender and Social Inclusion concepts.

In Q3, two key activities were initiated with the aim of ensuring integration of social inclusion in PSDAG interventions. First, a gender and social inclusion stakeholders mapping was conducted and 74 potential social inclusion stakeholders were identified, including 31 working in gender equality and mainstreaming, 16 in empowerment of women, 21 in empowerment of youth and 6 in empowerment of People with Disability (PWD). Among those identified, 23 were assessed in preparation for conducting a social inclusion baseline and integration plan for the project in Q4. Second, a TOR for a Social Inclusion Consultancy was prepared. The objectives for the consultancy were to conduct a baseline of key constraints facing women, youth, and PWD separately in four value chains (maize, beans, Irish potatoes, and horticulture); map key implementing partners for social inclusion; prepare a project social inclusion integration plan for gender, youth, and PWD separately, including description of specific activities if applicable; prepare impact assessment strategy, including recommendations for data gathering and any custom indicators; conduct PSDAG feedback and social inclusion training workshop.

In Q4, Engility STTA, Ame Atsu David, PSDAG conducted the baseline study utilizing key informant interviews and focus groups. Based on results from these interviews and feedback PSDAG staff, Ame prepared a Gender and Social Inclusion Integration Plan. The baseline study identified the following constraints/challenges faced by women, youth and PWDs in project targeted value chains:

Women: The agriculture sector in Rwanda is dominated by poor, uneducated working women (86%). This sector of the population has the lowest levels of schooling and highest rates of illiteracy (23.3%)³. Therefore, women lack the capacity to participate in agri-business transactions and are typically employed in low paid positions in secondary agriculture activities (manual labor). Women typically dominate activities in crops that

³ Rwanda Vision 2020

are considered important for household food security, like beans and vegetables. Once a crop becomes commercially valuable, men get involved due to the business nature. According to the Rwanda Agriculture Gender Strategy published by MINAGRI (Nov 2010), women work an average of 15.5 hours a day between household and agriculture responsibilities, while men work only seven (7). While the women are the custodians of the income, a greater percentage of that household income is used by the men for non-household activities. The increasing number of female headed households in the rural areas makes agriculture vulnerable to any type of shock event because women rarely have assets, stocks, or financial savings. Finally, in mixed cooperatives, women are poorly represented in decision making management positions (i.e. they may be secretary or treasurer). For PSDAG programming, this means that activities should not simply require that more women be involved because that does not address the root causes of inequality (i.e. women have household responsibilities). Instead, both men and women should be coached to understand that opportunities for improving income increase if women are involved in business transactions such that decisions are naturally made (by both men and women) within the family to share more household responsibilities.

Youth: Poor and inadequate education for youth in Rwanda limits productivity and the acquisition of skills, while insufficient access to knowledge and market information hinder the development of entrepreneurial ventures. Youth rarely have access to or control over land, which limits their participation in cooperatives (since owning land is usually a requirement), and limits their access to financial services. Most financial service providers are reluctant to provide their services – including credit, savings and insurance – to youth due to their lack of collateral and financial literacy, among other reasons. Because of their lack of skills and knowledge about market requirements and international standards, it is difficult for youth to compete in more commercial value chains, like vegetables for export. Young rural women face additional constraints in accessing markets, due in part to the fact that their freedom of movement is sometimes limited by cultural norms, which keep them close to household responsibilities. For PSDAG programming, this means that the project should look for opportunities to link young farmers to more experienced commercial farmers for mentorship and/or opportunities for internships where they can gain practical experience and knowledge. In cases where youth want to start their own ventures, PSDAG should provide coaching in entrepreneurship, business, and standards, and make sure to link them with professional aggregators or buyers.

PWDs: In Rwanda, 41% of the total disabled population lacks a formal education and 50% are illiterate. PWD are stigmatized in Rwandan society and are seen as objects of charity. Families see them as a burden to care for and because they do not perceive that they are capable of contributing to the household income, resources are not used to educate them. They are underestimated and overprotected, and their potential and abilities are not recognized. Children with disabilities are often seen as a source of shame and are hidden away while women with disabilities find it difficult to get married, further limiting their access to independence and income. Negative attitudes are particularly strong towards those with severe disabilities, people with mental and psychosocial disabilities, and blind and deaf people. Land and assets are given to others who are deemed to be able to make better use of them, thus leaving the person with disabilities dependent on family to support them and removing the opportunity for them to lead independent lives. Therefore, very few persons with disability are members of farming cooperatives. A few organizations, such as Bureau d'Appui a des Initiatives Rurales (BAIR) have been providing specific support to persons with disability in the agriculture sector. Ms. David's study found, however, that PWDs have capabilities and are participating in agriculture-related activities, such as manufacturing bags for packaging and sorting. For PSDAG programming, this means that the project should raise awareness among beneficiaries that PWD can perform income generating activities. Those activities will depend on the nature of the disability, however, and will have to be determined on case by case.

Following the collection of information for the baseline, Ame and the Social Inclusion Manager conducted mandatory Gender and Social Inclusion workshop for all PSDAG staff. The objectives of the workshop were

to train PSDAG staff on simple definitions, present the initial findings of the baseline study, and seek feedback on the formulation PSDAG Gender and Social Inclusion Integration Plan.

The result is a PSDAG Gender and Social Inclusion Integration Plan that proposes the following key strategies (more detail in Annex XI):

- Strategy 1: Mainstream of gender and social inclusion in PSDAG's policies, procedures, communication, and methods for employment recruitment.
- Strategy 2: Mainstream gender and social inclusion in the selection process of grantees.
- Strategy 3: Support grantees/value chain actors to develop and implement gender and social inclusion strategies.
- Strategy 4: Advocacy and lobby with national institutions, financial institutions and Investors for the inclusion of specific needs of youth, women and PWD in implementation policies and investment frameworks.
- Strategy 5: Through the grant mechanism, support specific innovative agribusiness initiatives for youth, women, and PWD groups in order to showcase their capacity and potential.'



PSDAG Social Inclusion Manager along with STTA, Arne Atsu David, in a SI primary data collection with a Youth Cooperative Duterimbere Ruburukoin Nyagatare District, Eastern Province (September 3, 2015)



PSDAG staff after Gender and Social Inclusion Training Workshop on September 23, 2015, at Umubano Hotel, Kigali

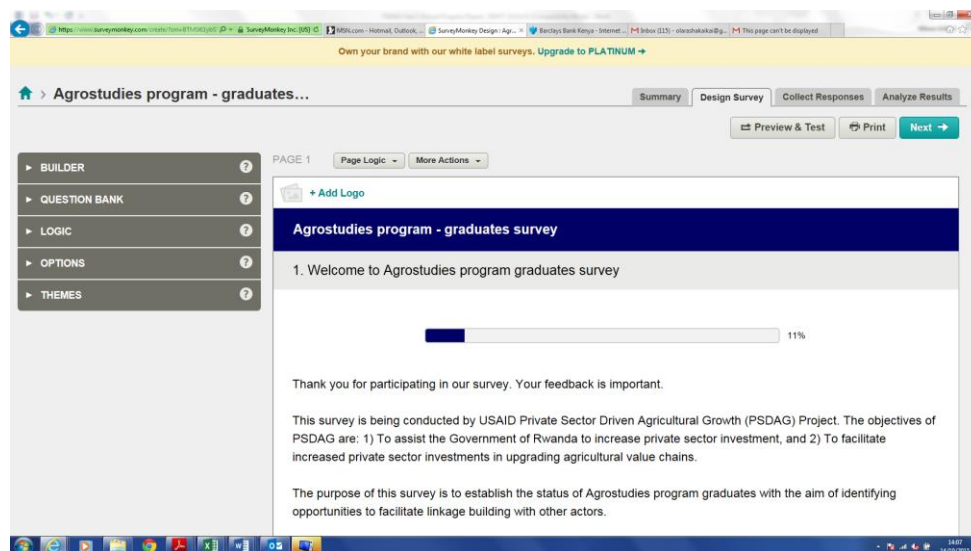
3.3. CAPACITY BUILDING & KNOWLEDGE MANAGEMENT

Key achievements in Year 1:

- Conducted a survey with Agrostudies Plus program alumni youth and design programs to facilitate employment opportunities in agriculture.
- Supported the National Coordination Committee of the Agrostudies Plus program to select 120 students for 2015/16 cohort.
- Supported PSDAG staff training sessions and workshops including Market Systems Facilitation and Value Chain Approach Training, Year 2 Work Plan workshop and Gender and Social Inclusion in Agriculture.
- Supported PSDAG program training sessions and conferences such as Access to Finance for Agriculture and the Value Chain Competitiveness Grant Applicants Conference

Agrostudies Plus Program

In Q2, at the request of MINAGRI, PSDAG Knowledge Management and Capacity Building Specialist, was co-opted as a member of the National Coordination Committee of the Agrostudies Plus program. Agrostudies Plus is an eleven-month paid internship and training program in Israel that seeks to build agricultural capacity of Rwandan youth. PSDAG staff supported the National Coordination Committee to put in place a transparent process of screening and selecting the next cohort of 120 Agrostudies program trainees.



Screenshot of Agrostudies program graduate survey using SurveyMonkey

In Q3, PSDAG Capacity Building and Knowledge Management Specialist continued to support the Agrostudies Plus program through technical assistance given to the National Coordination Committee. PSDAG staff participated in the National Coordination Committee mission to Israel (14th-20th June 2015) to assess the program's scope, relevance and leverage points-of-benefit for Rwanda's agriculture sector. In addition, the mission's aim was to seek ways to promote the students' future post-training absorption by the agriculture sector via jobs and/or entrepreneurship initiatives. PSDAG staff debriefed MINAGRI on the Agrostudies Plus program, with a focus on key achievements and challenges. Challenges and key constraints identified were:

- Rwanda has not been meeting their quota of providing 120 students per year. (Totals were 30 in 2013 and 107 in 2014.) The Rwanda mission ensured the Agrostudies program that in 2015 they would meet the minimum requirement through an improved competitive selection process.
- Rwandan interns are the only students in the program who are fully subsidized by their government (i.e. all medical examinations, visa, passports, and airfare). The Agrostudies program felt this was a reason for apathy, lack of motivation, and unrealistic expectations exhibited by some of the Rwandan interns. Interns from other countries have to pay their own travel expenses for the program. Unfortunately, many of the rural Rwandan students applying for the program do not have such means. In addition, up to now, the recruitment and selection process in Rwanda has not communicated a cost-share requirement with ample time for students to locate adequate resources. For 2015, the students will still be fully subsidized, but in the meantime, MINAGRI is considering restructuring the program such that the students either pay their own way or receive some type of loan based on need.
- Interns complained that their pay was not commensurate with the amount of work completed. Interns work eight hours a day, six days a week and are paid 180 Shekel per day, approximately USD \$1,152 per month. From their income, interns pay for medical insurance, food, accommodation, and training. Interns attend training sessions once per week and pay 950 Shekel (USD \$251) per month. The State of

Israel deducts taxes from their gross pay, further reducing the amount available for these expenses. Often, interns are asking to work overtime to make up the difference. The Agrostudies program is therefore looking into waiving the taxes for the interns. (Note the survey conducted by PSDAG below found that there are a lot of student who return with saved income.)

- In prior years, Rwandan interns were not properly matched to their assigned workplace according to their area of study and interest. For example, many students who had majored in Animal Husbandry were found to be working in the seed industry. Therefore, students were not learning practical skills to complement their academic knowledge that could then be appropriately applied to jobs or entrepreneurship opportunities upon return to Rwanda. The responsibility to properly match students with farms lies both with Agrostudies (to provide farm profiles) and MINAGRI (to match selected students.) It seems that Agrostudies may have sent farm profiles to MINAGRI in the past, but prospective students were not properly matched. Both Agrostudies and the Rwandan mission recognized this gap and agreed use profiles to select and match interns properly for the September 2015 program.
- PSDAG has also recognized that there is a need for GOR to follow up with alumni and evaluate the effectiveness and impact of the program. In addition, GOR should assess the training that the students are receiving while they are in Israel, both in curriculum and structure. Currently, all Agrostudies students receive classroom training in agriculture topics from Kfar Silver Center, a center organized exclusively for the Agrostudies program. Curriculum is neither developed in consultation with GOR, nor shared. Also, interns do not have an opportunity to integrate with their Israeli peers who are receiving training at other colleges and universities. (Note that this feedback has not yet discussed with Agrostudies and MINAGRI.

Agrostudies Plus Alumni Survey

Also in Q3, PSDAG conducted an Agrostudies Plus Alumni Survey utilizing Survey Monkey and SMS texting. The survey collected baseline data and business development needs of former graduates of the program. Total alumni surveyed were 152 Students and out of these, 111 responded to the questionnaire. Along with basic demographic information, the survey informed PSDAG about the current status of the alumni's business interests in agriculture, business skills training needs, and their abilities to utilize savings from Israel and/contributions for investing in Agriculture. The survey revealed that the many alumni had either retained their savings from Israel or had already begun to utilize the savings to invest in agriculture ventures. All were eager to increase their investments, improve their business acumen and profitability, but state lack of access to investment capital as an inhibiting factor. These findings will inform PSDAG package of support to FI's and the Youth to scale up Investments in Agriculture thus creating an enabling environment for agri-investments development for the Youth.

PSDAG will use survey findings also to design grants targeting youth in agri-business space or create an internship program with other PSDAG grantees. PSDAG will use survey findings to design grants targeting youth in agri-business space or create an internship program with other PSDAG grantees.

PSDAG Staff and Program Training

The CBKM team provided support to the project through the organization, monitoring and evaluation of the following training and workshop sessions:

Market Systems Facilitation and Value Chain Approach (Q3) – Engility STTAs, Bronwyn Irwin and Kirsten Pfeiffer, traveled to Rwanda to facilitate this training with the objective of developing a shared understanding of a value chain systems approach to private sector development programs based on facilitating change in the

system. When implemented this approach results in more sustainable and better-performing value chains and greater wealth creation for the rural poor. The goal for PSDAG staff was to use this shared understanding to define the value chain strategy PSDAG target value chains in implementing project activities.

Year 2 Work Planning (Q4) – Engility STTA, Kirsten Pfeiffer, assisted in the facilitation of this workshop with PSDAG staff to 1) review achievements made and lessons learned from program activities in Year 1, and 2) utilize knowledge gained from the Market Systems Facilitation and Value Chain Approach Training and information gathered in stakeholder mapping exercises to formulate an approach for Year 2 activities.

Gender and Social Inclusion in Agriculture (Q4) - Engility STTA, Ame Atsu David and the Social Inclusion Manager conducted mandatory Gender and Social Inclusion workshop for all PSDAG staff. The objectives of the workshop were to train PSDAG staff on simple definitions, present the initial findings of the baseline study, and seek feedback on the formulation PSDAG Gender and Social Inclusion Integration Plan

In addition, the CBKM team provided support to technical staff in the implementation, monitoring, and evaluation of PSDAG program training for Access to Finance for Agriculture (Q4) and the Value Chain Competitiveness Grant Applicants Conference (Q4).

3.4. ENVIRONMENTAL COMPLIANCE

In Q2, PSDAG engaged Engility STTA, Alan Schroeder, to prepare a Pesticide Evaluation Report and Safe Use Action Plan (PERSUAP) for the project. A PERSUAP establishes the set of pesticides for which support is authorized under USAID, and establishes requirements to ensure that pesticide use/support embodies the principles of safer pesticide use per USAID policy. During the same period, PSDAG's Horticulture Specialist attended a training convened by USAID on Environmental Compliance and Environmental sound design and management in project implementation.

In Q3, PSDAG prepared and shared draft versions of the PERSUAP and the project's Environmental Mitigation and Monitoring Plan (EMMP) to USAID for review. The EMMP documents how the project will implement and verify all Initial Environmental Examination (IEE) conditions that could apply to their activities.

In Q4, USAID shared final comments on draft versions of the PERSUAP and EMMP. Final versions of these documents will be submitted to USAID for final approval during Q1 of FY2016.

3.5. ANNUAL WORK PLANNING

In Q1, PSDAG prepared the Year 1 Annual Work Plan based on the project's understanding of the agriculture sector at that time and in line with the proposal submitted to USAID. As part of the planning processes for Year 1 activities, a Stakeholder's Annual Work Plan Workshop was conducted from November 17-19, 2014 at Kivu Serena Hotel, Rubavu. The stakeholders' workshop was aimed at providing an opportunity to stakeholders to provide their input and buy-in for Year 1 planned activities. The workshop was attended by 48 participants drawn from the private sector, Ministries, Departments and Agencies, private sector associations, development partners and development organizations. Among the participants were the Hon. Minister of State in Charge of Agriculture, MINAGRI, and representatives from the USAID/Rwanda Mission.

In Q4, PSDAG prepared the Year 2 Annual Work Plan using a stakeholders' consultative approach. In July, a staff work planning workshop was conducted to identify opportunities and priorities for intervention in Year 2. Further, consultative meetings were conducted with various private sector actors to establish value chain upgrading obstacles and needs. PSDAG staff input and ideas from the private sector players were used to write a draft work plan and submitted to USAID on August 16, 2015. A draft PSDAG Year 2 Annual Work Plan was

presented to MINAGRI and MINICOM, to share key priorities of PSDAG in Year 2 and create consensus on areas for collaboration. Comments from USAID and other stakeholders were incorporated in the final PSDAG Year 2 Work Plan and submitted on September 30, 2015 for USAID approval.



PSDAG Staff brainstorming during Year 2 Work Plan Kick off July 13-17, 2015



PSDAG COP presenting Year 2 Annual Work Plan to Minister, MINICOM on August 14, 2015

4. PARTNERSHIPS AND LINKAGE WITH OTHER PROJECTS

In Year 1, the PSDAG project identified other USAID and third party-funded projects with similar mandates with the aim of establishing partnerships and linkages to ensure cost-effectiveness in project implementation. Below is a sample list of major partners identified:

a) Education Development Center (EDC)

EDC is a global nonprofit organization that designs, implements, and evaluates programs to improve education, health, and economic opportunity worldwide. In Q2, the PSDAG project identified opportunities for collaboration with the USAID-funded EDC youth training project in the implementation of a proposed Youth Mechanization Program, which was being developed by MINAGRI. The envisaged partnership was not implemented following development of PSDAG engagement strategies with the public and private sectors and MINAGRI's decision to auction off their machines to the public. However, opportunities remain for collaboration with EDC, especially with the PSDAG planned support to youth agri-businesses.

b) USAID Africa LEAD

The USAID-funded Africa Lead project supports capacity building under the Feed the Future initiative and the African Union's Comprehensive Africa Agriculture Development Programme (CAADP). In Q1, PSDAG and Africa LEAD project had discussions with the aim of identifying how the two projects could complement and leverage their investments in the agriculture sector. In Year 1, Africa LEAD supported MINAGRI to develop irrigation scheme investment profiles for 20 large scale public irrigation sites to promote privatization of the sites. PSDAG will leverage Africa LEAD results and processes by testing proposed businesses models that can then be scaled up to other irrigation schemes across the country. In Year 2, PSDAG plans to facilitate privatization of at least 2 irrigation schemes.

c) Grow Africa

The Grow Africa Partnership was founded jointly by the African Union (AU), The New Partnership for Africa's Development (NEPAD) and the World Economic Forum in 2011. Grow Africa works to increase private sector investment in agriculture, and accelerate the execution and impact of investment commitments. Grow Africa is a multi-stakeholder platform with the goal of accelerating private sector investment in 12 CAADP Country Partners including Rwanda. In Q2, PSDAG began collaborating with Grow Africa and MINAGRI with the aim of facilitating private sector investment in the potato value chain. In Q3, Grow Africa engaged with PSDAG to discuss how to continue working with PSF and RDB to prepare profiles of potential SMEs engaged in fruit/vegetables in order to link them with potential investors at the Grow Africa Investment Forum (GAIF) in Cape Town that took place June 2 – 3, 2015. The forum in Capetown was not a huge success for Rwanda, partly due to poor attendance from visa issues and poor organization by GOR and PSF. Rwanda will host the next World Economic Forum (WEF) and GAIF in June 2016, which is already providing motivation for GOR and PSF to plan and prepare. Grow Africa will support preparation for the WEF by championing a multi-stakeholders group through the Agriculture Sector Working Group. Grow Africa and

PSDAG also plan to work together when Grow Africa has identified prospective investors who have signed a Letter of Intent to invest.

d) USAID Land Project

The USAID Land project is a five-year program with a primary goal of strengthening the resilience of Rwandan citizens, communities and institutions and their ability to adapt to land-related economic, environmental and social changes. In Q3, PSDAG engaged USAID Land project to explore opportunities for collaboration. Consultative meetings were held between PSDAG and USAID Land project management to understand status of land laws and policies, and role of the two projects. PSDAG staff collaborated with the project to gather information to inform design of the Agriculture Information System (Land Database) to be implemented in partnership with MINAGRI in Q1 FY2016.

e) The International Finance Corporation (IFC)

A member of the World Bank Group, IFC is the largest global development institution focused exclusively on the private sector in developing countries. During Q3, PSDAG and IFC met on several occasions to explore working relationships and collaborative ventures in the horticulture and maize value chains. IFC is evaluating a US\$25 million 5-7 year senior loan to Brasseries et Limonaderies du Rwanda (Bralirwa). Bralirwa and a local maize processor (Minimex) have partnered to establish the BraMin irrigated maize farm in East Rwanda (Kayonza District). Currently, the partnership plans to procure from 20 cooperatives in Rwamagana and Kayonza districts. In Q4, PSDAG issued an RFA targeting the maize value chain for which Minimex applied and was pre-selected. The grant mechanism can leverage the IFC investment to help cooperatives supplying Minimex test new on-farm post-harvest drying technology. In addition, IFC is also supporting 'Trade for Competitiveness' and 'Governance for Competitiveness' initiatives which work with the National Agriculture Export Board to improve public/private dialogue and engagement for horticulture exports and provide consultancies to analyze and push forward business enabling environment policies for seed, fertilizer, and pesticides.

e) Dutch Embassy (EKN)

The Dutch are very interested in facilitating horticulture for export due to demand for imports in the Netherlands of high value crops. They are therefore heavily involved in improved seed production (potatoes), introduction of new technologies (greenhouses), and business-to-business matchmaking. Objectives are implemented by Dutch NGOs, such as SPARK and ICCO and through project, such as Linking Farmers to Markets (LIFAM). In Q3, the Dutch embassy together with SPARK partnered with PSDAG to support horticultural companies and stakeholders to attend a horticulture trade mission in the Hague, Netherlands. ICCO is an interchurch organization for development cooperation, working in 44 countries in Africa, Asia and Latin America. ICCO manages a USD \$2 million grant fund on behalf of EKN to support the upgrading of agriculture value chains (except for coffee and tea.) LIFAM was established as a partnership between EKN and PSF to improve market linkages and the public/private dialogue process at the local level. PSDAG will work with EKN and LIFAM on national-level strategies to improve public/private dialogue.

f) The World Food Program (WFP)

WFP has been working to support maize and beans cooperatives under their Purchase For Progress (P4P) and collaborated previously with another USAID FTF project, in the areas of post-harvest, handling and storage (PHHS) capacity building with cooperatives. In Q3, PSDAG management met with Abdur Rahim Siddiqui, Deputy Country Director and Saori Kitajima, PPP coordinator to explore working relationships and collaborative partnerships in areas of common interest to both entities. WFP is planning to continue its support to an additional 46 maize cooperatives that would engage in pre-planting forward contracting with a large maize

and beans buyer (most likely the Rwanda Grains and Cereals Corporation) for Season A 2015. These cooperatives could be good candidates to apply for PSDAG competitiveness grants for post-harvest activities.

g) AGRA

AGRA was founded in 2006 through a partnership between the Rockefeller Foundation and the Bill & Melinda Gates Foundation. Today AGRA also receives funding from other governments, agencies and international institutions. AGRA works across the African continent to help millions of small-scale farmers and their families lift themselves out of poverty and hunger. Its programs develop practical solutions to significantly boost farm productivity and incomes for the poor while safeguarding the environment. In Rwanda, AGRA has worked with 200 cooperatives representing approximately 40,000 farmers in agronomic practices, marketing, and post-harvest handling. AGRA is partnering with the WFP to link farmers to buyers and to improve quality of grains produced and sold.

h) Belgian Development Agency (BTC)

The Belgian Development Agency (BTC) embodies the commitment of the Belgian State and other development partners to support more than 200 cooperation projects in some 20 countries in Africa, Asia and Latin America. BTC is supporting MINAGRI to fund a program that concentrates on two main areas: the seed sector and agricultural advisory services. In Q1, PSDAG engaged in discussions with BTC to build synergies on how to support a private sector-led agriculture extension services using the “*Twigire Mubinzzi*” – a farmer-to-farmer extension model at the village level that aims to ensure that farmers access basic extension services from within their communities, provided by their peers. In Q3 and Q4, BTC worked with PSDAG on the Seed Sector Working Group to validate the National Seed Policy. The BTC agriculture program in Rwanda will end in December, 2015.

i) Access Finance Rwanda

Access to Finance Rwanda (AFR) is a Rwandan investment company established in 2010 by the UK government, the Ministry of Finance and Economic Planning and the National Bank of Rwanda. AFR is funded by DFID, the World Bank and KfW and it is operated as an independent company trust under the supervision of professional trustees and KPMG East Africa, with strategic policy guidance from Access to Finance Rwanda Investment Committee (AFRIC). AFR works for increased financial inclusion in Rwanda by building institutional capacity within the financial sector and by promoting access to financial services. With an overall goal to develop sustainable improvements in the livelihoods of poor people through reduced vulnerability to shocks, increased incomes and employment creation, AFR’s main purpose is to increase access to appropriate, diversified, and affordable high quality financial services and products. Through the provision of services such as savings, credit, insurance, payments and pension, urban and rural poor people especially women and youth and micro, small and medium enterprises (MSMEs) are empowered to gain financial independence and become self-reliant. PSDAG staff met and explored collaborative ventures with AFR in Q2, 3 and 4. Areas of collaboration included warehouse receipt financing to smallholders, agriculture insurance, and outreach and education on new financial products and services that benefit smallholder farmers. In Q4, PSDAG staff participated in technical meetings to organize the 1st agriculture financing conference in Rwanda where PSDAG was scheduled to facilitate two sessions on private sector facilitation for smallholder access to finance and tools for risk mitigation. The conference took place in October 2015. Phase 1 of AFR’s program is ending in December, 2015. Phase 2 is expected to begin in June of 2016.

j) DFID

The UK's Department for International Development (DFID) in Rwanda supports progress towards the MDGs, focusing on education, health, agriculture and social protection. DFID is also stepping up support to the private sector. This includes boosting regional trade, supporting economic growth and wealth creation, and

supporting the government of Rwanda to protect the poorest and the economy from the effects of a changing climate. They also have a portfolio of work around governance issues. In Q1, PSDAG learned that DFID was planning a four-year project to support the Government of Rwanda in implementing its PSTA III. In Q 1 and 2, PSDAG COP and DCOP were involved in discussions with DFID on how to explore collaborative and complementary ways of how the DFID-M4P may work with PSDAG to foster more private sector investment in agriculture and benefit smallholders. The M4P facility will operate as a flexible and responsible facility through which the Ministry of Agriculture (MINAGRI) can draw down technical expertise.

k) German Cooperation Agency (GIZ)

German Cooperation Agency (GIZ) is the German national development agency and one of the main development partners that supports the Rwanda Public Private Dialogue Secretariat, a joint initiative of the state and private sectors. In Q4, GIZ assisted PSDAG STTA, Damian Guilleminault, who was gathering information regarding Rwanda's PPD process. The GIZ program has helped to successfully introduce dialogue mechanisms in all 30 districts of the country. Private sector representatives are now involved in decisions at a municipal level, for example regarding local taxation rates and infrastructure requirements for businesses. In FY2016, GIZ plans to implement national-level PPD processes for sectors such as manufacturing and infrastructure. Agriculture is not their main focus. PSDAG will continue to collaborate with GIZ and share information on pilot national-level mechanisms.

l) IFAD/PASP

The Post-Harvest and Agribusiness Support Project (PASP) is an International Fund for Agriculture Development (IFAD) funded project that supports MINAGRI and key private sector stakeholders to improve post-harvest processing and storage techniques, including developing the financial incentives and policy mechanisms to bring these climate risk management investments to scale. With USD \$83 million budget, PASP will support the potato, maize, beans, milk and cassava value chains to demonstrate practices, technologies and innovations that respond to environmental and climatic challenges, such as promoting crop varieties with maturity periods better suited to growing seasons and piloting the use of solar-powered supplies and biogas as cost-effective approaches for drying grain. In Q3 and Q4, PSDAG was closely involved with PASP to explore collaborative actions towards the new potato collection center strategy being piloted by MINICOM. The PASP project plans to work with the collection centers to construct business plans in order to apply for co-financing to construct new physical collection centers.

m) East African Grain Council

The Eastern Africa Grain Council (EAGC) is a regional membership organization based in Nairobi, Kenya whose members include grain producers, farmers, grain traders, grain handlers, processors/millers, input suppliers among other stakeholders in the grain value chain. PSDAG staff attended two grain and cereals stakeholders meetings organized by EAGC in Q2 and Q3. EAGC requested PSDAG participate and present at the regional African Grain Summit -- a biennial, high-level, multi-stakeholder event organized by the Eastern Africa Grain Council with support from USAID, through its project the East Africa Trade and Investment Hub, and other partners. EAGC and PSDAG may collaborate in Year 2 on advocacy for grain stakeholders and policy change/reforms in the implementation of grain and cereals standards.

n) USAID East African Trade and Investment Hub (EATIH)

The USAID East Africa Trade and Investment Hub (EATIH) works to boost trade and investment with and within East Africa. The goal of the Hub is to deepen regional integration, increase the competitiveness of select regional agriculture value chains, promote two-way trade with the U.S. under the African Growth and Opportunity Act (AGOA) and facilitate investment and technology that drives trade growth intra-regionally and to global markets. In Q4, PSDAG began collaborative discussion with EATIH for Year 2 activities. The Hub plans to support PSF in establishing a platform for PPD on the EAC Common Market Protocol. In addition, EATIH, through its investment facilitation process can link SMEs identified by PSDAG in Rwanda with potential investors and provide them with capacity building and free business development services to make the 'investment-ready.'

o) Trademark (TMEA)

TradeMark East Africa (TMEA) is funded by a range of development agencies with the aim of growing prosperity in East Africa through trade. TMEA believes that enhanced trade contributes to economic growth, a reduction in poverty and subsequently increased prosperity. TradeMark East Africa (TMEA) works closely with East African Community (EAC) institutions, national governments, the private sector and civil society organizations to increase trade by unlocking economic potential through: increased physical access to markets, enhanced trade environment, and improved business competitiveness. In Q4, PSDAG held discussion with Trademark to collaborate on issues concerning PPD through PSF and export strategies for horticulture.

5. CHALLENGES AND LESSONS LEARNED

5.1. CHALLENGES

a) Project Management and Leadership: In Q2, the project experienced a simultaneous exit of the Chief of Party (COP), Senior Policy and Institutional Development Specialist (SPIDS) and Senior Value Chain Specialist. While the project was able to maintain some momentum with the help of Acting COP, Jonathan Greenham and Deputy Chief of Party (DCOP) Tim Muzira, the loss of the three key leadership positions drastically slowed down planning and implementation by technical staff. In Q3, a replacement COP, Melanie Bittle was recruited and Crown Agents STTA, Dave Soroko supported the project through Objective 1 related activities. In Q4, a replacement SPIDS, Joseph Nzomoi, and replacement Senior Value Chain Specialist, Chantal Umuhire, were recruited.

b) Objective 1

1. Public sector expectations: Through Q1, Q2 and Q3, the project received requests from the GOR for support for activities that were slightly outside of the project's scope or did not fit within the project's resources. Examples included providing dedicated support to coordinate the Agrostudies Plus Program, completion of a Livestock Value Chain Baseline and Competitiveness study for six livestock value chains, and conducting a district-level validation of estimated demand for certified potato seed that was conducted by a consultant from another donor project. Reviewing and responding to such requests takes time away from PSDAG staff to address project objectives. In addition, requests from GOR consistently seemed to support a 'push' approach designed to address food security concerns, such as blanket programs to provide training and equipment to large quantities of farmers, without a strategy to address the commercialization of the surpluses the farmers are creating. While PSDAG has explained the project's market-driven approach to GOR counterparts, this is a new concept, especially for MINAGRI, and may take a while to demonstrate through project activities.

2. Staffing: There were challenges in the recruitment of PSDAG RDB EIA and MINAGRI ISU staff that affected the project's ability to effectively engage with GOR counterparts to achieve planned activities. Buy-in to place an embedded advisor at RDB did not take place until Q3 and recruitment was not completed until Q4. Even then, final RDB concurrence for the recruited candidate was extremely slow as RDB is short-staffed. As a result, the RDB EIA will not begin work until Q1 of FY2016, further delaying any integration of activities between the two institutions. At the same time in Q2 and Q3, MINAGRI officially launched the ISU, which was intended to improve the investor experience and increase the level of agricultural investment. Initially the unit was to be staffed by five MINAGRI employees and two imbedded donor advisors, including the PSDAG MINAGRI EIA. MINAGRI staff for these positions were not recruited until Q4 and no other donor provided staffing support. Without other ISU staff to share responsibilities, the EIA was not necessarily focused on implementing PSDAG objectives in the Year 1 Work Plan and there were no other staff for capacity building and knowledge transfer, as was intended. In Q4, MINAGRI recruited three staff to support the ISU, who will begin work in Q1 of FY2016.

c) Objective 2

1. Maize Cooperative PHH Grants: In Q2, PSDAG facilitated procurement of 10,867 tarpaulins and 23 shellers by 16 cooperatives, on a 50%-50% cost-share basis. By Q4, some cooperatives had not yet settled their

entire cost-share of PHH goods and equipment with the vendor. Contrary to PSDAG expectations, the vendor did not enter into agreements with the cooperatives with defined terms and modalities of payment for PHH goods and equipment. While it is not PSDAG's responsibility to follow up on behalf of the vendor, to not do so may damage PSDAG's reputation in the community. PSDAG will continue to remind the cooperatives of the importance of making full payments of their 50% contribution of PHH goods and equipment. In addition, final payment to the vendor will be a pre-requisite for PSDAG to engage with the cooperatives for future support.

2. Grants: In Q3, RFAs for grants to be implemented in Q4 and Q1 FY2016 were released. PSDAG received an overwhelming response with 99 applications for upgrading value chains and 23 for piloting Farmbook with potato collection centers. The task of reviewing the mass quantity of applications against posted criteria within a reasonable timeframe was extremely time-consuming. In addition, the quality of many of the applications was very poor. Therefore, PSDAG spent more time than expected conducting due diligence and fine-tuning project documents with pre-selected grantees. Consequently, the finalization of grants for USAID approval has been delayed to Q1 of FY2016.

3. Stakeholder expectations: For the first part of Year 1, PSDAG staff did not understand the concept of the 'market facilitation' approach for the project and therefore lacked a strategy for engaging with the private sector. Specifically, project staff lacked the ability to identify and prioritize market opportunities, map key stakeholders and analyze major constraints where PSDAG resources could be leveraged. Therefore, it was difficult for PSDAG staff to communicate to stakeholders how exactly the project could support their activities. Some stakeholders, such as ProxiFresh who was requesting support for the construction of a feeder road, initially lost confidence in the project's ability to form partnerships. In addition, implementation of planned activities were delayed or dropped until after priority value chains were selected and the Private Sector Engagement Strategy was developed. Therefore, some activities originally conceived in the Year 1 Work Plan that were tied to projected indicator achievements did not fall into this finalized selection (e.g. rice.).

d) Cross Cutting

1. Project indicator targets: Year 1 targets were set very early on in the project, based on the best information the project had at the time. In addition, detailed assumptions for how Year 1 targets were developed were not recovered from the first management team. As the year progressed, the project took on unplanned activities, the value chains were selected, the Private sector Engagement Strategy was developed, and more information was gathered regarding the market and key stakeholders. This meant that some indicators were excessively exceeded and others were not achieved at all. Due to the lack of information on assumptions, it was difficult in some cases to explain in detail, the huge variances.

2. Baseline data: In Q1, the project invested time and resources to prepare for a household baseline survey. However, in Q2 this plan was dropped due to cost constraints and difficulty determining experimental and counterfactual control groups. The project adopted an activity-based baseline data collection process, meaning baseline data will not be collected until a targeted activity with a grantee or beneficiary is underway.

5.2. LESSONS LEARNED

a) Objective 1

1. Public sector expectations: Based on the project's experience with GOR requests and expectations throughout the year, PSDAG has taken steps through feedback sessions and stakeholder meetings to ensure that in the future PSDAG and GOR have a clear understanding of each other's goals and objectives and of the project's market facilitation approach. PSDAG created a GOR engagement strategy designed to set GOR

expectations that are in line with PSDAG contract deliverables. The strategy is embedded in the Year 2 Work Plan and involves providing assistance to GOR through LT TA, ST TA, and the EIAs to mentor and train GOR staff and to utilize the private sector grant mechanism to prove the concepts of a market-driven approach. The strategy was presented to GOR (MINAGRI and MINICOM) in Q4 while seeking feedback on the Year 2 Annual Work Plan. As this strategy is still new to GOR, the PSDAG project will use a combined approach to reinforce the message as follows: 1) train the EIAs to review GOR proposals in order to give immediate feedback as to the proposal's alignment with the PSDAG Year 2 Work Plan; 2) conduct monthly review meetings with GOR counterparts whereby the strategy is reiterated. If the project continues to receive proposals that are substantially outside the Year 2 Work Plan, those requests will be routed through USAID.

b) Objective 2

1. Maize Post Harvest Handling Grants: Grants to support post-harvest activities in maize resulted in achieving strong output indicators, however, given the short turnaround and the design of the intervention, this activity was not as market-driven or facilitative as PSDAG activities should be. MINAGRI requested that PSDAG provide this training and small scale post-harvest handling equipment to farmers to deal with the expected bumper crop for the harvest of Season A (February 2015) on short notice. Farmers were not subsequently assisted with addressing marketing issues for their surplus maize. In addition to lack of access to marketing channels, there is a risk of saturating the market with low quality maize, when there is potential to shift production to higher value products for commercialization (such as high quality maize or horticulture.) Going forward, projects selected for grant funding will be based on a link to verifiable market opportunities of commercially marketable products. PSDAG can leverage resources more effectively if funds used to assist farming cooperatives and businesses lead directly to sales to an identified buyer. In addition, ample time (at least 3 months) is needed to properly plan and roll out a grant program, preferably before season activities start. Finally, based on the experience of cooperatives failing to pay local vendors for their cost-share, all future grantees will be required to provide their cost-share as advance payments, either through cash or financing facilitated by the project.

2. Grants: Based on the staff's experiences in Q3 and Q4, the project will modify the grant application process in order to make the process more efficient. The project will issue an Annual Program Statement in Q1 of FY2016 that will allow the private sector to submit short Concept Notes that will be evaluated on a rolling basis throughout the year. In addition, the project will hold periodic applicant conferences and will develop a grant process one-pager to explain the process and the components of a good proposal. Also, the project will provide feedback to applicants, when requested and allow applicants to reapply with improved applications if they have met the minimum eligibility requirements.

3. Stakeholder expectations: In Q2, PSDAG finalized the selection of project core value chains and the identification of key constraints and opportunities within these value chains that helped the technical team in identifying optimal business models and projects for Year 2. In addition, PSDAG developed the Private Sector Engagement Strategy and several value chain mapping and internal training sessions, which proved extremely useful for the project staff in understanding how project funds will be utilized to leverage private sector investments. In Q3, the staff received a three-day training on market facilitation and value chain approaches and applied this training to the Year 2 work planning process, moving from theory into program and activity design. In Q4, Year 2 Work Plan activities, were identified in line with principles of market facilitation approach, and informed by value chain analyses and VCCG applications. Based on these steps, by the end of Year 1, PSDAG staff was more prepared to engage with private sector entities and to properly set expectations.

c) Cross Cutting

1. Project indicator targets: The experience in Year 1 informed the process of setting Year 2 targets. An activity-based approach was used to determine PSDAG indicator targets, which entailed using data provided by provisionally shortlisted applicants for PSDAG's grant RFAs released in July. As a result, all Year 2 indicators are directly aligned with planned activities. While this activity-based target setting helped the project to set realistic and quantifiable targets for Year 2, some of the initial potential grantees identified might be dropped, thus affecting indicator targets. In Year 3, PSDAG will propose to complete selection of grantees before embarking on annual work planning and target setting tasks.

2. Baseline data: In June/July, PSDAG conducted a sample survey of maize farmers who benefited from PHH grants. The data collection was conducted manually, resulting in the delayed completion and use of more human resources to undertake data collection, data entry and quality assurance tasks. The entire process was, therefore not cost effective, reinforcing the need and importance of an automated or electronic data collection and reporting process. It is for this reason that PSDAG, has invested in the use of ICT solutions (Mfarms, Farmbook, SurveyMonkey and electronic data collection platform) for data collection, analysis and reporting.

ANNEX I: YEAR I STTA

Q1 STTA

Name	Organization	Project (Y/N)	Title	Purpose	Travel Dates	From/To	SOW	COP SOW Approval	COR Concurrence
Kaitlin Buttler-Ricketts	IRG Home office	Y	Senior Specialist	Startup Activities	Sept 9–19	DC to Kigali	Completed	Received	Received
Kat James	IRG Home office	N–OH	FCPA	Registering IRG in Rwanda	Sept 23–Oct 2	DC to Kigali	Completed	Received	Received
Deanendra Mcmillian	IRG Home office	N–OH	Contracts Specialist	Developing staffing contracts by arranging NFT	Sept 21–Oct 2	DC to Kigali	Completed	Received	Received
Dieynaba Diallo-Bah	IRG Home office	Y	Senior Administration	General Start up Activities	Sept 23–Oct 15	DC to Kigali	Completed	Received	Received
Dave Hutton	IRG Home office	N–OH	IT Director	IT Procurement SETUP	Oct 9 - 17	DC to Kigali	Completed	Received	Received
Denise Mainville	IRG	Y	M+E specialist	M+E plan Development	Oct 18-30	DC to Kigali	Completed	Received	Received
Jonathan Greenham	IRG Home office	Y	Agricultural Specialist	Work plan activities and Value chain assessment	Oct 8-29	DC to Kigali	Completed	Received	Received
Henry Harmon	IRG	Y	Value chain Specialist	Value chain assessment	Oct 21–Nov 2	DC to Kigali	Completed	Received	Received
Ravi Nayak	IRG Home office	Y	Project Manager, Ag Ent/Food Security	Start-up Activities and Work plan	Oct 23–Nov1	DC to Kigali	Completed	Received	Received
Nikolaus Eichman	Connexus	Y	Investment advisor	Recruitment activities and Investment Meetings	Nov 12 – 21	DC to Kigali	Completed	Received	Received
Mutale Chilangwa	Crown Agents Home office	Y	Project manager for Crown	Recruitment activities and Work plan Development	Oct 23 –Nov 1	Seattle to Kigali	Completed	Received	Received
Venuste Rusharaza	IRG	Y	Value chain Specialist	Work plan and Value chain assessment	Oct 29–Dec 18	DC to Kigali	Completed	Received	Received
Dave Hutton	IRG Home office	N–OH	IT Director	IT SETUP	Dec 10-18	DC to Kigali	Completed	Received	Received

Q2 STTA

Name	Organization	Project (Y/N)	Title	Purpose	Travel Dates	From/To	SOW	COP SOW Approval	COR Concurrence
Denise Mainville	IRG	Y	M&E Expert	Baseline survey, social inclusion and project monitoring – 19 days, with 16 days in country	Feb 17 - March 7	DC to Kigali	Completed	Received	Received
Alan Schroeder	IRG	Y	PERSUAP Expert	To conduct a Pesticide Evaluation Review and Safe Use Action Plan (PERSUAP) for the PSDAG project	Jan 20 - Feb 14	DC to Kigali	Completed	Received	Received
John Berry	Connexus	Y	Agriculture Finance Expert	To assist BRD to develop a lending strategy	Feb 7 – Feb 15	Seattle to Kigali	Completed	Received	Received

Q3 STTA

Name	Organization	Project (Y/N)	Title	Purpose	Travel Dates	From/To	SOW	COP SOW Approval	COR Concurrence
Bronwyn Irwin	IRG	Y	Practice Area Team Lead	Value Chain Facilitation Training and Workshop	20 April-30 April	DC/Kigali	Completed	Received	Received
Kirsten Pfeiffer	IRG	Y	Program Manager	Project Management, grants process and Private Sector Engagement Strategy	20 April-8 May	DC/Kigali	Completed	Received	Received
Jack Kaburu	CRS	Y	IT Manager	Configure Farmbook devices and signed them up for the agents and managers to use in the field.	10 May - 16 May	Kenya /Kigali	Completed	Received	Received
Dai Peters	CRS	Y	Senior Technical Advisor – Agriculture and Livelihood	Farmbook sustainability training and contextual analysis	31 May - 14 June	Kenya /Kigali	Completed	Received	Received
Dave Soroko	Crown Agents	Y	Senior Policy Specialist/Advisor	Support in recruitment of SPIDS and Embedded Investment Advisor at RDB, develop TORs for review of policies, review of roles and responsibilities of public entities	8 June - 9 July	DC/Kigali	Completed	Received	Received

Q4 STTA

Name	Organization	Project (Y/N)	Title	Purpose	Travel Dates	From/To	SOW	COP SOW Approval	COR Concurrence
Jonathan Greenham	IRG	Y	Senior Technical Advisor	Year 2 Work Plan development, PSDAG EMMP, TOR documents for the National Agribusiness Strategy, TORs for Livestock Competitiveness in Rwanda.	June 29-July 31	DC/Kigali	Completed	Received	Received
Kirsten Pfeiffer	IRG	Y	Program Manager	Year 2 Work Plan development	July 6 - July 25	DC/Kigali	Completed	Received	Received
Dave Soroko	Crown Agents	Y	Senior Policy Specialist/Advisor	Support in recruitment of SPIDS and Embedded Investment Advisor at RDB, develop TORs for review of policies, review of roles and responsibilities of public entities	8 June - 9 July	DC/Kigali	Completed	Received	Received
Damian Guilleminault	Crown Agents	Y	Policy Specialist/Expert	Review of roles and responsibilities of public entities, assess public entities, review current Investment Framework, and assess current PPD processes.	Aug – 20 Oct	DC/Kigali	Completed	Received	Received
Kathleen Charles	Connexus	Y	Senior Agricultural Finance Specialist	Technical Assistance Provision for Agricultural Lending Department at Banque Rwandaise de Developpement (BRD), Training of financial institutions on Agric Value Chain Financing	August 11 – 20	Seattle/Kigali	Completed	Received	Received
Patrick Starr	Connexus	Y	Agriculture Lending and Institutional Development	Profile Vision Finance Company Agric lending portfolio, Training of financial institutions on Agric Value Chain Financing	Aug 15-28, 2015	Seattle/Kigali	Completed	Received	Received
Ame Atsu David	IRG	Y	Gender and Social Inclusion Specialist	Gender and Social Inclusion baseline study, Gender and Social Inclusion Integration Plan	Aug 10 – Sept 23	Togo/Kigali	Completed	Received	Received

ANNEX II: MINAGRI FLAGSHIP PROJECTS, FORUMS, AND AGRITECH CONFERENCE

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
A. MINAGRI FLAGSHIP PROJECTS: Overall contribution of PSDAG EIA to these projects <ul style="list-style-type: none"> Created the MINAGRI Flagship project tracker, event tracker and investment in the pipeline tracker. Prepared a project brief for each flagship projects that was presented in economic cluster meeting in March 2015; Prepared monthly update the progress of the projects implementation; Prepared information regarding the projects to potential investors; PSDAG EIA is the focal point for IDEC in MINAGRI in charge of updating flagship projects monitored by IDEC 		
1) Howard G. Buffet Project <p>The Howard G. Buffett Foundation (HGBF) has committed to invest \$500 million USD towards modernisation of the agricultural sector in Rwanda. The investments are proposed to be split between productive investments and skills development in the agricultural sector through a practical agricultural institute. The allocation of the investment is proposed to be 80% for productive investments and 20% for the practical agricultural institute.</p> <ul style="list-style-type: none"> Productive Investments - This component would entail efforts to boost agricultural productivity through a holistic approach accounting for the multiple stages of crop production and value chain development. The first project is to install 65 center pivots on 1,250 ha, farm buildings (offices and warehouses), and construction of access roads in Eastern Province, Kiheri District that will benefit approximately 1,000 farmers (phase 1). Practical Training Institute - The proposed Practical Training Institute to be located in Karama in Bugesera District will address the critical capacity gaps to enhance agricultural 	<ol style="list-style-type: none"> Progress of Practical Training Component <ul style="list-style-type: none"> The final report of the consultative workshop on the roadmap for the practical training institute was released. Penn State is working on the designing the practical institute but have not received them yet. Progress of Nasho II Irrigation Project <ul style="list-style-type: none"> Progress was made on access roads construction which is at 30% and farm buildings at about 11%. Signing of property valuation forms by property owners along 35km of access roads was completed. Conducted meeting with land owners at Nasho resettlement site and district leaders to determine fair market price for land compensation. Expropriation is underway. Resettlement site layout, construction designs, and BoQ were finalized by Reserve Force, 	<ul style="list-style-type: none"> The PSDAG EIA is part of the technical team that prepared the roadmap for the implementation of productive investment projects funded by Howard Buffet Foundation and Institute of High Education;

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
growth. The site includes demonstration and commercial farms on 1,500 ha. The aim of the Institute is to create graduates who are job-creators, not job-seekers and catalyse a change to our educational model.	<p>next step is to proceed to contract signing.</p> <ul style="list-style-type: none"> Pivot areas were adjusted to leave 50m from edge of lake, remove swampy areas and rocky areas that are not suitable for cultivation, resulting in total irrigation area of about 1,250 ha and 65 center pivots. Final integrated electricity designs for the site have been completed by Lindsay so that REG can approve them and determine required amount of electricity. 	
<p>2) Export Targeting Modern Irrigated Agriculture Project (ETI)</p> <p>The ETI Project is planned to be implemented in the Eastern Province, Kirehe district. The ETI shall provide modern irrigation facilities to about 9,000 ha gross command area located in two adjacent sectors namely, Mahama and Mpanga in Kirehe District. The ETI Project comprises the following components: (1) Development of irrigation facilities, (2) Watershed Management, (3) Farm Mechanization, and (4) Value Addition through setting-up of processing units for various agricultural products namely, maize, pulses (i.e. Gram, Pigeon peas, and Beans, Soybean) and tomato, which will be processed into value added products such as shelled corn, corn flakes, popcorn, maize starch, corn oil & corn meal, soybean oil & soybean meal, cleaned and graded packed pulses and tomato products (juice, puree, & ketch up). The expected total export revenues for these value added products would be USD \$32,174,450. Expected annual net income from value addition and export is USD \$11,273,800.</p>	<ul style="list-style-type: none"> Capacity Building Plan was completed in July 2015. Mpanga Sector Irrigation Detailed Project Report (DPR) was completed in August 2015. Watershed DPR was completed in August 2015. Mechanization CoE DPR was completed in August 2017. MAHAMA SECTOR: Irrigation DPR is on-going. Bio-Energy Plant DPR is pending. Agro-Processing Plants DPR is pending. Mpanga Sector Tender doc was completed in August 2015 and was published on 4th Sept. 2015 now people can buy the document from RAB. EIA, Resettlement Action Plan, Business Plan are pending. 	<ul style="list-style-type: none"> The PSDAG EIA is part of the technical team that is working with ETI consultant on the development of a business plan for the project.
<p>3) Fish Collection Center</p> <p>In an effort to increase fish production and fishery infrastructure development, MINAGRI has set up a fish collection centre in Kigali SEZ. The facilities include a selling point, a drying facility, an office building and a cold-room facility.</p>	<ul style="list-style-type: none"> The fish collection center in Kigali SEZ was leased to Lake-Side Fish Farm but the company did not manage the facility well. In the meantime, part of the facility has been temporary rented to ProxiFresh Rwanda Ltd, a horticultural export company, which is using the cold room facility for its operations, pending completion of works for a bigger facility at NAEB. 	<ul style="list-style-type: none"> The PSDAG EIA prepared the information package that was included in the Privatisation Document The PSDAG EIA prepared a cabinet brief requesting Economic Cluster to allow MINAGRI to rent to Mr. Bart Gasana. He intends to put up a fish

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
	<ul style="list-style-type: none"> Efforts are being made to attract another investor who could better utilize the facility through a privatisation or leasing process. Gold Fish Rwanda (a Ugandan Company) and Bart Gasana (a local investor) who want to also set up a fish meal processing plant have expressed interest in the facility. 	pellet plant in the premises.
<p>4) Gako Beef Farming Project</p> <p>The Government of Rwanda has set aside about 4,500 ha of land in Gako area, Bugesera District for cattle and goat meat production and processing. Land is to be divided into farm blocks (to be given to private investors) + an area to be dedicated to a modern slaughter house and an admin space for management of the park. The investment areas include forage production, cattle production and fattening, modern abattoir, leather goods manufacturing; etc.</p>	<ul style="list-style-type: none"> Farm demarcation of smaller plots has been completed. An inter-ministerial steering committee to oversee the start of project implementation is in place. Designing of the 39.6 Km access roads to the area has been completed. A project manager for the project was recruited; construction of the 37 km access road have started, 47.98% completed. Consultation with MINADEP to transfer the ownership of the land to MINAGRI was done. Feeder roads: Top soil removal is at 100%. Water supply: WASAC has drafted water supply layout plan and bills of quantities for water supply, but not reported yet. Electricity supply: REG has visited the site for electricity supply, but no reported yet. Request of Expression of Interest: Draft is ready, but need to be approved by Economic Cluster before publications. 	<ul style="list-style-type: none"> The PSDAG EIA developed the investment opportunity pager of the Gako Integrated Beef project used during the Agritech 2015 and Grow Africa Investment Forum, 2015.
<p>5) Gishari Flower Park</p> <p>The Gishari flower park was established in 2010 and is located in Rwamagana District in the Eastern Province of Rwanda about one hour drive from Kigali. Size of the park is 100 ha with 75% of Government and 25% East African Growers investment share. The joint venture registered the new company in the name of Bella Flowers. Roses are the planned flower type targeting the</p>	<ul style="list-style-type: none"> BRD has approved the 4.016 Million Euro to fund the project. On-going negotiation is that the amount be disbursed in Euro since it will be used to buy equipment and planting materials in Euro and also flowers will be sold on European Market; East African Growers withdrew its investment in Bella Flowers earlier this year. Currently, the GOR 	<ul style="list-style-type: none"> The PSDAG EIA facilitated the visit of NETAFIM and Marathon to the site. Compiled information that was shared with them. Both companies are from Israel. The PSDAG EIA was part of the team that renegotiated a 4.016 million Euro

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
European Market especially Netherlands. The Government is looking for potential investors to buy some of its shares.	<p>represented by NAEB is 100% owner of Bella Flowers.</p> <ul style="list-style-type: none"> The former MD also resigned. Currently, the CEO of NAEB is the person in charge; they are currently recruiting a managing director for Bella Flowers; NAEB is also in negotiation with an Israeli company that will supply irrigation and greenhouses to the project; 	Loan with BRD.
<p>6) Irrigation Infrastructure</p> <p>Rwanda's Irrigation Master Plan has identified 589,000 ha of Potential Irrigation Area (PIA) of which the potential for Small Scale Irrigation is 121,000 ha. The Government of Rwanda has developed about 30,000 ha in hillside and marshland irrigation schemes. Most of these schemes are located in the Eastern Province with few in the Western and Southern Province. The sites offer a unique opportunity for contract farming on grains, pulses and horticulture production. Current crops under irrigation include rice, maize, soybeans and vegetables. Initially selection was generally driven by food security concerns as opposed to profitability.</p>	<ul style="list-style-type: none"> The Government has initiated the profiling of the top 20 irrigation sites in the country so that appropriate management models can be recommended for each one of them. This work was undertaken by a consultant supported by USAID Africa LEAD project who worked in close collaboration with the Business Transaction Advisor and 4 MINAGRI staff. The next step is to put efforts in building PPPs currently on-going for some of the irrigation schemes. MINAGRI organized a validation workshop to present the finding of irrigation profiling activity where it met with cooperatives of all 20 irrigation sites + 2 terraced sites -Presidents and water association members (200 people) and asked what they could do to turnaround the productivity of these schemes; cooperatives presented various challenges (water fee collected for maintenance + charged taxes on the fee collected on water usage); resolution was to develop and action plan for each site - some are willing to work with private sector to run the site; 1 day meeting and action plans were developed with LWH/RSSP, NAEB, ISU, MINALOC and cooperatives. MINAGRI has compiled all action plans for each site and come up with implementation plans. MINAGRI and PSF organized a consultative 	<ul style="list-style-type: none"> The PSDAG EIA is member of the technical team on irrigation turnaround strategy for the Top 20 Irrigation profiled schemes and Terraced land; The PSDAG EIA facilitated the workshop with cooperatives that are operating in these profiled scheme and helped with developing the implementation action plan to turn around these schemes. The PSDAG EIA facilitated the land lease negotiation between WildFig Africa (South African company) and KABOKU (a cooperative that owns land in Kagitumba Irrigation Scheme in Nyagatare District).

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
	meeting in August 2015 where MINAGRI presented the investment opportunities along the irrigation schemes and how private sector can be engaged.	
<p>7) Kigali Wholesale Market for fresh produce</p> <p>The Kigali Wholesale Market for fresh produce is located at Kigali SEZ, occupying about 7 ha of land. The market will be specifically for fresh produce, targeting both local and export markets. Currently 100% of the investment belongs to the Government of Rwanda; public private partnership is being encouraged.</p>	<ul style="list-style-type: none"> The business plan was finalized and validated. NAEB is preparing an investor round table in November 2015 to present the opportunities to potential investors. NAEB has a draft the investor information package for this roundtable. The EIA of the project not yet finalized. 	<ul style="list-style-type: none"> The PSDAG EIA is part of the technical team that worked with the consultant on the development of the business plan by providing them relevant information needed.
<p>8) Mechanization Investment</p> <p>The total area suitable for mechanization is estimated at 1 million ha which represents around 60% of the total arable area. The Government of Rwanda has purchased 111 tractors, 266 power tillers and 278 attachments at a total cost of US\$4,170,694. 18 Village Mechanization Service Centers (VMSCs) for hiring of tractors and other mechanization services were established across the country. A building to host a power tiller assembly line and a workshop for servicing machinery (including 2 mobile vans) have been constructed at a cost of US\$ 5,459,317 (this cost includes the purchase of 5 heavy machines to support rural roads and dam construction).</p>	<ul style="list-style-type: none"> Valuation of farm machinery was completed and soon advertisement to start. All VMSCs have already started with land preparation for Season A 2015/16 and they have been equipped with the following machines: BUGESERA VMSC (5tractors), Ngoma VMSC (1 tractor), Nyanza VMSC (1 tractor), Kabuye VMSC (5 tractors) and Musanze VMSC (5 tractors). Farmers can rent these machinery from these VMSC. Wheat straw baling is on-going in 3 Districts and still we have baled for (1) Rulindo (around 10T); Burera (around 8T); Gicumbi (around 6T). For rice straws baling, we have baled around 35T in Bugesera district, Mwogo sector to facilitate StrawTech get raw materials. Mechanization Week has been done in different Districts such as: Ngoma, Gatsibo, Nyagatare, Kirehe and Rwamagana Districts from 28th July 2015 to 4th August 2015 to sensitize farmers in farm mechanization. Conducted training and demonstration on the use 	<ul style="list-style-type: none"> The PSDAG EIA provided technical advisory to the department on how to lease, sell, and market the existing machinery and equipment.

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
	<p>of power tillers at Bugarama in collaboration with Rusizi District, and Musanze District in collaboration with the URUGAGA IMBARAGA.</p> <ul style="list-style-type: none"> Conducted training demonstration of performance of baler machine at Burera District, Rwerere sector and demonstration of performance of tractors in ploughing at Huye District in partnership with WDA-TVET and IFDC. The concept note of this study has been provided and the team of mechanization experts from different institutions has set activities with strategies from Monday 24th August 2015. 	
<p>9) Mukamira Dairy Plant</p> <p>The Mukamira dairy plant is located in Nyabihu district in the western province. It is located in Gishwati basin, the second largest milk production zone in the country. The factory is a Public Private Partnership (PPP) initiative that was started in 2010 by 16 local dairy cooperatives (12% shares) and the Government of Rwanda (88% share). Total investment cost is about USD \$8.2 million. The on-going construction works are nearly 94% complete. Once complete, it is expected to produce 40,000 liters of milk per day (one shift) or 80,000 liters for two shifts, easily making it the second largest milk processor in Rwanda after Inyange Industries.</p>	<ul style="list-style-type: none"> Delivery of Milk equipment is now completed; Equipment's installation is now at 85%. It is planned that in November 2015, testing of equipment will start. Civil works (water and electricity) is at 60% of completion. electrical installation and water pipe connection is on-going. The Economic Cluster has approved the management of the model of the plant with Contract Management. Negotiation with Inyange Dairy is on-going to take over the management of the plant. Plant is expected to be full operation with beginning of 2016 	<ul style="list-style-type: none"> The PSDAG EIA prepared the investment opportunity pager of the Mukamira Dairy Plant; The PSDAG EIA was part of the technical team that prepared the cabinet brief on assessment of management models for the dairy.
<p>10) Rubilizi Hatchery</p> <p>The Rubirizi Hatchery is located in Kigali City. The hatchery was established in 1987. It produces one day old chicks and has a production capacity of 98,000 chicks per month. Currently, 100% of the investment is owned by the Government of Rwanda, which has been encouraging private investors to take over the facility.</p>	<ul style="list-style-type: none"> Three attempts to privatize the facility in the past have been unsuccessful mostly because the GOR and the private companies could not agree on the proposed financial offers. At the last privatisation attempt (2014), the successful bidder withdrew his proposal during the evaluation process. The hatchery current value ranges between RWF 1.09 Billion and 1.2 Billion. Four companies have so far 	<ul style="list-style-type: none"> The PSDAG EIA prepared the information package for Rubilizi Hatchery that was used in the request for expression interest.

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
	<p>expressed interest in taking over the facility but through a leasing model.</p> <ul style="list-style-type: none"> • RAB Livestock Department is the one currently managing the assets. The management of this asset is currently hampered by bureaucracy and not easy of doing business since it is a public entity. The hatchery has not been able to meet the local demand of 1 day old chick due to lack of parent stock which is usually imported from Belgium and Netherlands. This was attributed to delays in procurement. • Currently poultry farm import their 1 day old chick from Uganda. • The hatchery just imported a parent stock of 2500 chicks in October 2015 from Belgium; • For 2015/16, the asset is to go under privatisation or leasing again. There are about five companies that have expressed interest in the hatchery. 	
<p>11) Seed Processing Plant</p> <p>The Seed Processing Plant is located in Kigali SEZ with a production (through processing) capacity of 60 tons of seed per day (2 shifts). The GOR has spent about RWF 1.7 Billion on the facility and it has been operating under MINAGRI/RAB.</p>	<ul style="list-style-type: none"> • Following a request made by RAB for expressions of interest to take over management of the facility, a company called SeedCo was selected and contract negotiations have been on-going but it didn't materialized. • The plant has not been operational and its facilities are being used as warehouses for fertilizers and seeds by RAB. • Plan for 2015/16 is to privatize or lease the facility to a strategic investors. 	<ul style="list-style-type: none"> • The PSDAG EIA prepared the information package for Seed Processing Plant that was used in the request for expression interest;
<p>12) Stevia Expansion</p> <p>The GOR have embarked on a project with Stevia Life Ltd to produce stevia for export with a later plan to set up a stevia processing plant once 1,000 ha of stevia plantation is achieved. It is planned that Stevia Life Ltd will be allocated 400 ha for nucleus farm and 600 ha will be given to its outgrowers.</p>	<ul style="list-style-type: none"> • Current status: 568 ha have been identified {Kirehe (43 ha), Rulindo (180 ha), Bugesera (300 ha), Nyaruguru (25 ha), Gasabo (20 ha)}. The 43 ha in Kirehe already a contract was signed and planting have started. Total area that is now officially given to Stevia Life Ltd is 470 ha. • Investor has availed seedlings that were used by 	<ul style="list-style-type: none"> • The PSDAG EIA reviewed the business proposals for Grassroots Development Organization (GDO) and Ramba Horticulture Crops and Plants (RHCP) submitted to MINAGRI as part of their request for land for Stevia Expansion;

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
Estimated harvest of 2 MT of stevia leaves per ha is projected and farmers can expect to generate income of \$1,962/ year/ha assuming a harvest takes place every 3 months on irrigated land.	<p>farmers for pilot plantation in Nyaruguru & Rwamagana Districts;</p> <ul style="list-style-type: none"> Plan for 2015/16 is to avail the remaining 30 ha for stevia production through outgrowers' schemes. 	
<p>13) Mashav Center of Excellence</p> <p>In June 2014, The Ministry of Agriculture and animal resources has signed a Letter of intent with the Israeli Ministry of foreign Affairs for the establishment of the centre of excellence which will mainly focus on horticultural crops. In December 2014, an activation MoU was signed between MASHAV and MINAGRI. The Center of Excellence (CoE) is co-financed by the State of Israel and the Government of Rwanda to create a self-sustaining center for agricultural production, training, and the demonstration of new and more efficient production methods and irrigation systems. The project is designed such that other development partners can be invited to contribute in order to create synergies and experience sharing. The selected site is located at the Agriculture Expo Ground 12 km West of Kigali. The CoE will put special emphasis on building local capacity in agriculture and agricultural entrepreneurship, and will conduct applied agricultural R&D in order to adapt Israeli agricultural experience, technologies and innovations to local needs, serving all stakeholders in the horticultural sector, from small-holders to large commercial farmers.</p>	<ul style="list-style-type: none"> Mashav has completed the tendering process of the supply of the equipment; Equipment are expected to arrive in Rwanda end of November 2015; A technical team is set to go for induction in India and Israel have been identified and request for sponsorship from IDRC was sent; A technical team in charge of preparing the ground visited the ground and identified current users of the land that need to be relocated. 	<ul style="list-style-type: none"> The PSDAG EIA is part of the technical team that was set up in the ministry to develop the road roadmap for the implementation of the project and site preparation.
<p>14) Agrostudies Plus</p> <p>Agrostudies is an existing internship program based in Israel that builds agricultural capacity. The eleven month program combines one day in a week academic/classroom studies at one of the training sites and five days a week field work on commercial farms, for which students receive payment for hours worked. Students are housed either in a Kibbutz or a Mashav. They are equipped with a personal laptop, receive complete medical insurance and can save some money during their stay for</p>	<ul style="list-style-type: none"> All 2015/16 student interns have departed for Israel; 100 graduates from College of Agriculture and 20 students from TVET were selected for the internship. The 2014/15 Agrostudies graduates are back in the country. Some of them have started approaching the ministry requesting for land and others sharing their business ideas. 	<ul style="list-style-type: none"> The PSDAG EIA participated in the selection of the 2015/16 interns. The PSDAG EIA provide induction training to the 2015/16 Agrostudies interns. The PSDAG EIA has been providing business advisory services to the 2014/2015 Agrostudies alumni.

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
investment on their return.		
<p>B. GROW AFRICA</p> <p>The Grow Africa Partnership was founded jointly by the African Union (AU), The New Partnership for Africa's Development (NEPAD) and the World Economic Forum in 2011. Grow Africa works to increase private sector investment in agriculture, and accelerate the execution and impact of investment commitments. Annually, Grow Africa Partnership organizes an Investment Forum which is the premier annual gathering of partners, investors and stakeholders in the Grow Africa network. The event convenes leaders of business, government, civil society, international organisations, farmer associations and other to advance progress on specific agriculture investment projects and partnerships in the 12 Grow Africa countries. Participation in the Grow Africa Investment Forum is by invitation only, at the discretion of the convening partners. Invitation to the Investment Forum is independent of and does not imply participation in the World Economic Forum on Africa.</p>	<ul style="list-style-type: none"> • 2015 Grow Africa Investment Forum in Cape Town took place June 2 – 3, 2015. 15 company profiles were developed but not finalized. Unfortunately only 1 company from Rwanda managed to attend the event in Cape Town 2016 Grow Africa Investment Forum (GAIF) will be held in Kigali, Rwanda. Grow Africa have already presented the event to the Agriculture Sector Working Group that will be used a platform to organize the event • In partnership with MINAGRI and RDB a roadmap to the preparation to the 2016 event is being finalized. 	<ul style="list-style-type: none"> • The PSDAG EIA was engaged with Grow Africa, PSF and RDB to prepare profiles of potential SMEs engaged in order to link them with potential investors at the Grow Africa Investment Forum 2015. • The PSDAG EIA is on the technical team preparing for the 2016 event. • The PSDAG EIA provided information of prospective investors who may sign a Letter of Intent to invest in Rwanda with the help of Grow Africa (AVOKA Growers and Kigali Mushroom Company.)
<p>C. FARA – Forum for Agriculture Research in Africa</p> <p>FARA convenes on a triennial basis all its stakeholders in Africa agriculture science, technology and innovation including those engaged in research, extension, education, production, post production processes, agribusiness, policy makers, investors, consumers, the media and other services that support agricultural development in a continental gathering within the context of the Africa Agriculture Science Week (AASW) and FARA General Assembly (GA). The 6th FARA General Assembly endorsed Rwanda as the host for the 7th AASW and FARA GA to be held in Kigali in June 2016. The 7th AASW and FARA GA will deviate from previous edition based on the lessons learned over the years. It will be co-organized with key partners in agricultural research organizations and a private sector organization the Global Forum for Innovations in Agriculture (GFIA).</p>	<ul style="list-style-type: none"> • A local organizing committee was put in place and have met twice; • A MoU between FARA and GFIA is already drafted and about to be signed. 	<ul style="list-style-type: none"> • The PSDAG EIA is one of the advisors of the Local Organizing Committee of the event and provides technical assistance on how to organize the event in order to attract potential investors in the sector.

MINAGRI FLAGSHIP PROJECTS and FORUMS		
ACTIVITY BACKGROUND	CURRENT STATUS & PLANNED ACTIVITIES FOR 2015/16	CONTRIBUTION OF EIA TO THE PROJECT
<p>D. ApiExpo Africa 2016</p> <p>ApiExpo is a biannual event held to showcase bee products such as honey, bees wax products, propolis, cosmetics, and pharmaceuticals from African and other international countries. The specific objectives of hosting the expo are to avail new skills, knowledge and technologies used in value addition and bee-keeping to participants at the expo, to improve global market linkages of bee products suppliers, and to promote bee-keeping as a source of employment creation, household income, and enhancer of environmental protection.</p>	<ul style="list-style-type: none"> • A MoU was signed between Apitrade Africa and Rwanda Agriculture Board to co-organize the 2016 ApiExpo Africa. • Currently, the role of RAB was transferred to NAEB. MINAGRI is setting up a local organizing committee of the event. • A proposed roadmap of the preparation of the event have been already developed. The Apitrade Expo is scheduled to be held in September 2016. 	<ul style="list-style-type: none"> • The PSDAG EIA is one of the advisors of the Local Organizing Committee of the event. I provide technical assistance on how to organize the event in order to attract potential investors or joint venture with local companies in Beekeeping.

2015 AGRITECH CONFERENCE, TEL AVIV, ISRAEL			
Companies/ Institutions	Points discussed during the Agritech 2015	Way forward agreed on during the Agritech 2015	Progress as of September 2015

2015 AGRITECH CONFERENCE, TEL AVIV, ISRAEL

Companies/ Institutions	Points discussed during the Agritech 2015	Way forward agreed on during the Agritech 2015	Progress as of September 2015
NETAFIM	<ul style="list-style-type: none"> • Presentation of the different irrigation technologies used by NETAFIM to help farmers grow more with less. • Discussed on the different business models that can be used by smallholders' farmers as it is being done in other part of developing countries. 	<ul style="list-style-type: none"> • MINAGRI to invite the NETAFIM technical team to come and visit the top 20 irrigation scheme and to develop a business model that can be used for these scheme • NETAFIM to develop an agro-economic package for Rwanda based on their field visit. It will be a comprehensive model (technology, extension, capacity building, access to finance etc.) 	<p>NETAFIM is leading company in the field of irrigation for agriculture and landscaping. The company focuses on crops in the area of drip irrigation, greenhouse turnkey projects, and biofuel energy crops. In June 2015, EA Regional Manager and team visited Rwanda on exploratory mission. During that visit the following were agreed on with MINAGRI to work in three areas:</p> <p>1. Partnership</p> <ul style="list-style-type: none"> • Development of sustainability scheme for irrigation infrastructure • development of turning key projects in irrigation to demonstrate latest technology and management; • Gashora: 250 Ha land available for horticulture • Expansion of Gishari II: 65 Ha <p>2. Provide technical expertise:</p> <ul style="list-style-type: none"> • Advise on bid documents for large scale irrigation • Proper technology for drip irrigation and overhead irrigation <p>3. Investment mobilization:</p> <ul style="list-style-type: none"> • NETAFIM to do joint venture with GOR

2015 AGRITECH CONFERENCE, TEL AVIV, ISRAEL

Companies/ Institutions	Points discussed during the Agritech 2015	Way forward agreed on during the Agritech 2015	Progress as of September 2015
A group of Small Medium Enterprises from Northern part of Israel	<ul style="list-style-type: none"> Rwanda at a Glance Opportunities available for Israel SMES companies in Rwanda Possible partnership with local investors 	<ul style="list-style-type: none"> The organizer of the young entrepreneurs group to organize trade mission to Rwanda; MINAGRI to link some of the local companies with the Israeli entrepreneurs 	<ol style="list-style-type: none"> Marathon Corporation Ltd CEO and team visited Rwanda in July 2015: they held discussion with MINAGRI/NAEB on Gishali flower project, horticulture project and tea expansion project. They are going to help in funding the projects and linking them to other investors in their network. <ul style="list-style-type: none"> • There is a possibility for Marathon Group to invest in some of the existing irrigation scheme. IRRI.al.tal: an irrigation and water system company with a regional office in Addis Abbas, Ethiopia. It came to the country in June 2015 to exploratory visit. They are more interested in turnaround strategies for the top 20 irrigation schemes. nFrnds: an Israeli technology company that have developed a mobile platform that enables low-cost user interaction without the need for internet access or SMS, thereby connecting borrowers, lenders, retailers, and customers, and bringing social networking & email services to mobile phone users in emerging markets. The CEO is here to discuss possibility to link this platform with E-soko or other IT solutions in agriculture to help small farmers have access to information.

2015 AGRITECH CONFERENCE, TEL AVIV, ISRAEL			
Companies/ Institutions	Points discussed during the Agritech 2015	Way forward agreed on during the Agritech 2015	Progress as of September 2015
JAIN IRRIGATION	<ul style="list-style-type: none"> Discussed with the team on the different irrigation technologies that can be used by smallholders farmers Establishment of a center of excellence in Rwanda that can be a hub for agriculture services in African countries similar to Rwanda 	<ul style="list-style-type: none"> There is a need to review the existing MOU between JAIN and MINAGRI and make a follow up on what is required on both side to start implementing the MOU; Follow up on the land application done by JAIN Jain team and MINAGRI will explore the opportunity to establish an agriculture service hub in Rwanda that can be used as a training and extension service for the region and Africa 	<ul style="list-style-type: none"> Jain Irrigation team and CEO was in Rwanda last August to hold discussion with MINAGRI on way forward in implementing the MOU signed with MINAGRI. The company want to be part of the upcoming irrigation projects in ETI or HGB Foundation. They are still discussing with the Ministry on how to incorporate JAIN in these project.
Delegations from Zambia, Burkina Faso, Ethiopia, Nigeria and Paraguay	<ul style="list-style-type: none"> Discussed on bilateral trade between their respective countries and Rwanda; Discussed on cooperation between their Ministries of Agriculture and MINAGRI 	<ul style="list-style-type: none"> To organize inward missions in/out between Rwanda and these country; To provide technical expertise and transfer of knowledge between ministries; 	<ul style="list-style-type: none"> The Zambian Ministry of Agriculture and Livestock is facilitating and organizing meetings for Hon. Minister of States in Lusaka end of September 2015 during the upcoming AGRF 2015. The livestock department of Paraguay have agreed to provide technical assistance in developing the beef projects in Rwanda. They are currently waiting for MINAGRI to send to them the final business plan of GAKO Integrated beef project.

2015 AGRITECH CONFERENCE, TEL AVIV, ISRAEL

Companies/ Institutions	Points discussed during the Agritech 2015	Way forward agreed on during the Agritech 2015	Progress as of September 2015
Ministry of Foreign (MASHAV)	<ul style="list-style-type: none"> Establishment of the Agriculture centre of excellence in Rwanda. Training of technical staff in Israel on modern agriculture 	<ul style="list-style-type: none"> MASHAV has started tender process for the company that will construct the centre in Kigali. It is expected to take 6 months for work to start MINAGRI should start ground preparation before construction start based on the project document prepared by Israeli expert MINAGRI has to appoint the director of the centre and identify key staff who will run the centre Identified management of the center should be sent to India and Israel for an induction course on management of such centres 	<ul style="list-style-type: none"> Tender procurement by MASHAV have been completed. MINAGRI have set a technical team to lead the phase 1 of the implementation of the Center. I am a member of that team. MINAGRI is looking for alternative place to locate existing user at the Mulindi Ground Show to start ground preparation for the center.
Agrostudies	<ul style="list-style-type: none"> Agro-studies selection process and how university students are posted in agriculture companies where they learn Israeli technology as well as agriculture business Issue/Challenges faced this year recruitment process How to improve the curriculum 	<ul style="list-style-type: none"> MINAGRI requested agro-studies to allow the selection of students from graduate to allow them put in practice what they learn in Israel instead of going back to school Agro-studies requested MINAGRI to appoint a national coordinator who will supervise the selection process 	<ul style="list-style-type: none"> MINAGRI have appointed a national coordinator of the program. A technical committee was appointed. Facilitated in the recruitment of the 120 students going this September 2015; Have been linking different Agrostudies alumni to existing and potential investors as part of the implementation of the Agrostudies Plus Program. A program that was designed to come up with absorption strategy of alumni upon return to the country;

ANNEX III: DISTRICT FIELD AGENT REPORT (JULY-SEPTEMBER 2015)

To support the GOR towards competitive private markets for import and distribution of fertilizers and seeds, PSDAG is closely working with MINAGRI to monitor private trade in subsidized fertilizers and seeds. Under this framework, PSDAG provides technical and organizational support to MINAGRI, which consists of the placement of District Field Agents (DFAs) in each of the 30 districts of Rwanda. Under direct supervision of PSDAG and MINAGRI in close collaboration with local Government authority, the DFAs monitor purchases and sales of subsidized fertilizers and seeds by traders within the district, especially agro-dealers and distributors. The DFAs, as requested, monitor stocks of fertilizers and seeds within warehouses owned by importers with the district and mentor the agro-dealers to utilize mFarms mobile application. In addition, DFAs play an instrumental role in assisting PSDAG with training, monitoring and evaluation of private sector Consolidation Network stakeholders participating in value chain upgrading strategies.

The quantitative information on seeds and fertilizers distributed from the 1st of July, 2015 up to the 30th of September, 2015

MINAGRI set a target of about 48 thousand MT for 2016 A, B and C seasons. That is an increase of 55% comparatively with the total quantity of fertilizers (31 thousand MT) used during 2015 A, B and C seasons. These targets are motivated by the fact that the crops that benefit from the subsidy have increased from 4 to 10. The details of 2016 targets are summarized in the Table 1.

Table 1: The targets in fertilizer use for 2016 A and B seasons

Provinces	Targets for 2016 A season (Kg)	Targets for 2016 B season (Kg)	Total targets 2015/2016 (Kg)
Western	11,237,505	8,844,253	20,081,759
Northern	7,017,317	4,891,518	11,908,835
Eastern	6,443,861	1,966,694	8,410,555
Southern	3,842,770	3,066,011	6,908,781
Kigali Town	360,982	101,272	462,254
Total	28,902,436	18,869,748	47,772,184

Source: MINAGRI, Agriculture Development Department

The quantities in the Table 1 are equivalent of US\$23,886,092 if we assume that the cost of 1 MT is US\$500 FOT⁴. MINAGRI has issued contracts to eight (8) companies to import these quantities, though one company (Export Trading Group) has withdrawn from the business. The remaining are (1) Balton Rwanda, (2) Enterprise Nkubiri Alfred and Sons (ENAS), (3) Top Services Enterprise (4) Nyiombo, (5) Birahagwa Janvier, (6) Tubura (One Acre Fund), and (7) YARA. Thus, that means that each company has to inject into the business an average of about US\$3 million.

Quantitative information on seeds and fertilizers distributed from the 1st of July, 2015 up to the 30th of September, 2015

Theoretically, the season A starts by the 1st of July each year. Therefore, the DFAs have been collecting the quantity of the fertilizers distributed from the 1st of July, 2015 up to the end of September, 2015 (a period of 3 months). Therefore, the total quantities sold for the staples and horticultural crops are about 9,547 MT which represent 33% of the 2016 A targets (see the Table 2).

⁴ Free on Truck (Price in Kigali)

Table 2: The Picture of fertilizer sales at Province level up to the end of September, 2015

#	Provinces	# of Sectors	# of Agro dealers	Fertilizers sold to the farmers /2016A (Kg)		
				DAP	UREA	NPK
1	Western	96	217	1,599,808	811,413	3,031,936
2	Northern	89	230	579,473	123,713	636,414
3	Southern	101	211	451,527	345,864	442,333
4	Eastern	95	161	549,151	456,728	446,125
5	Kigali Town	35	31	22,583	30,657	19,338
	Total	416	850	3,202,542	1,768,375	4,576,146

The planting season in Rwanda depends on availability of rainfall. From July, 2015 up to the end of September 2015, Rwanda experienced a period of prolonged drought which is assumed to be the main factor of the low level of fertilizer use.

Transaction in the seeds business by the agro-dealers

The quantity of seeds sales depends also of the rainfall availability. However, the figures show that now the hybrids sales are at 67% of the total quantities sold in both seasons (A&B) of 2015. This shows that the farmers understand the benefits of using the hybrids rather than OPVs. Other factors could be the fact that the subsidy has increased from 75% up to 85-91%.

Table 3: The Picture of seeds sales at Province level by September 30, 2015

#	Provinces	# of Sectors	# of Agro dealers	Seeds sold to the farmers/2016A (Kg)				Consumption	
				OPVs ⁵	Hybrids	Soybeans	Wheat	Number of groups	Number of Farmers
1	Western	96	217	14,306	333,048	2,705	215	6,263	78,967
2	Northern	89	230	2,557	278,741	-	24,643	2,380	29,952
3	Southern	101	211	4,655	65,637	239	-	3,349	60,344
4	Eastern	95	161	2,503	104,617	35,202	-	1,001	8,387
5	Kigali Town	35	31	-	5,942	1,620	-	198	3,548
	Total	416	850	24,021	787,985	39,766	24,858	13,191	181,198

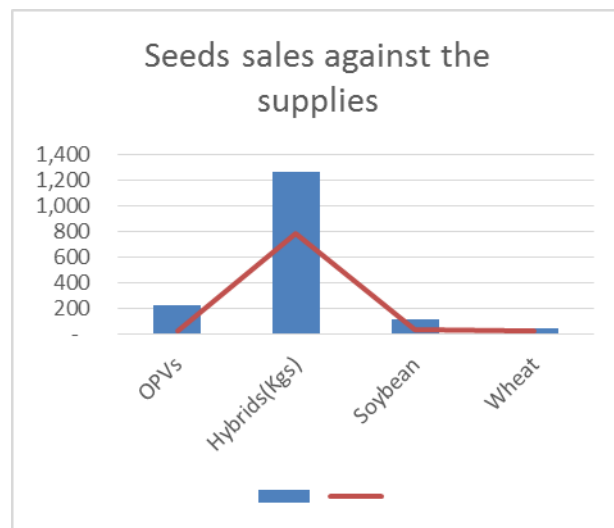


Fig1. Seeds sales against supplies, Sept., 2015

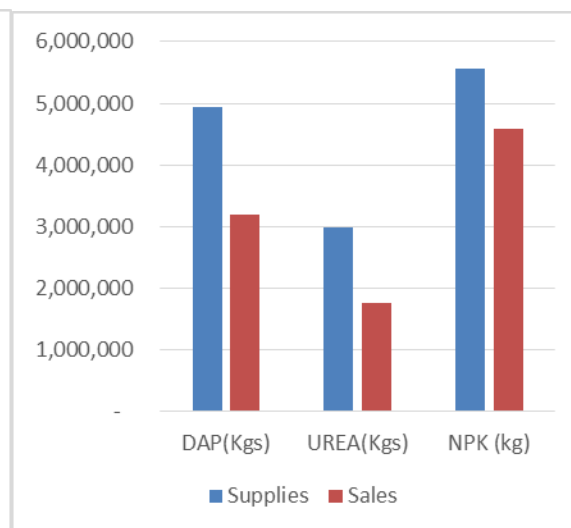


Fig2. Fertilizer sales against supplies, Sept, 2015

Source: DFAs Reports

According to the figures above, if all of the seeds bought have been used, the farmers should have prepared 31,519 ha to grow hybrids and 800 ha to grow OPVs. Compared to its neighbors, Rwanda is the only country with a subsidy program. Uganda, DRC, Tanzania and even Burundi (except fertilizer since 2012) are not implementing subsidy programs. The subsidy program means Rwanda offers the cheapest prices of both fertilizers and seeds. Therefore, there is a huge threat of smuggling of both fertilizers and seeds to neighboring countries.

Agro-dealers and mFarms

The agro-dealers who join mFarms have to get a permit from the Ministry allowing them to work with the subsidy program. Currently, the program counts 868 agro-dealers with 751 using mFarms to report their transactions. mFarms is a mobile application that has been developed by IFDC to support MINAGRI to report transaction information from each agro-dealer. The application reports on the forecast, supplies from a specific importer, sales etc. The report generated through mFarms helps MINAGRI to crosscheck the hard copy information submitted by each agro-dealer. Based on the report, 13.5% of agro dealers are not actively using mFarms. These agro-dealers should be recruited to join the subsidy program. Thus, a technical training needs to be planned to help the new agro-dealers to report through the mobile application. Note that every DFA has an average of 30 agro-dealers to monitor and train to build their capacity in mFarms, transactions' books keeping records, etc.

Table 4. Agro-dealers under subsidy program and mFarms implementation

	M	%	F	%	Total Ads
Ads	671	77	197	23	868
mFarms	579	77	172	23	751

The challenges

1. Twigire list are not available at MOST agro-dealers' shops

It has been reported that Twigire lists are not available at agro-dealers' shop. Twigire lists should be the tool that should help the agro-dealer to recognize the eligible farmer for the subsidy. If Twigire lists are not available at agro-dealers' shops, then it becomes be very difficult for the MINAGRI staff in charge of the implementation of the subsidy program to validate uptake, which determines final subsidy payment to the importers. The Director General of RAB requested to report these cases directly to him. Based on this evidence, the issue will be addressed to the responsible person for decision making.

2. In some districts, the importers or their representatives are not supportive during the period of data validation (Closing season)

At the end of season, a closing report co-signed by a MINAGRI subsidy program staff, importer (both seeds and fertilizers) or his representative and the DFA is prepared and sent to MINAGRI for payment. However, sometimes the importers are not available and even are not represented, which delays the subsidy payment. The DG/RAB and the Subsidy Manager have also requested the DFAs to report these cases on time so that a decision can be made in a timely manner.

3. The three staff appointed by RAB to monitor the season are not seen in the field

At the beginning of the 2016 A season, RAB appointed 3 staff in each of districts to monitor the season and to report the challenges on time. Moreover, according to the DG/RAB, all transport logistics have been sent to the zones to help them in their field work. Unfortunately, in almost all districts the staff were not seen in the field. The DG RAB requested to report where these cases are and he promised to take a very serious decision if has evidence that these staff are doing nothing on the field.

4. Lack of soybean seeds

There is a lack of soybean seeds in almost all districts which have soybean targets. RAB DG recognized that they relied on one supplier who didn't respect the term of the contract. Meanwhile, DG requested the DFAs to transmit a message that the farmers can replace soybean with beans while they are looking for a long term solution.

5. The micronutrients are not available in agro-dealers' shops

According to the soil analysis results conducted by IFDC, a variety of micronutrients have been recommended and put in expression of interest to be imported. However, they are still not available at agro-dealers' shops. The main cause of this problem is that the farmers are not familiar with them and agro-dealers are not interested to purchase products for their shops for which they are not expecting to have customers. Thus, RAB needs to improve the extension services and continue doing research while the importers need to work on a marketing strategy for them.

6. The remaining stock of seeds supplied by RAB

In 2015 A, B and C seasons, RAB has distributed OPVs seeds to some agro-dealers and on a credit basis. Currently, some agro-dealers have remaining stocks for which they don't know the quality (germination etc.). DG RAB has explained that the agro-dealers need to be professional, they have to measure the level of their market and purchase the fertilizers or seeds that they can sale.

7. Irregular rainfall which limits the farmers to buy fertilizers

The Rwandese agriculture relies on rainfall. Thus, if it is not raining, field work is delayed. Therefore, MINAGRI and RAB will work on other strategies like irrigation to reduce this dependence on the rainy season.

Conclusion and recommendations

According the targets set, the fertilizer sales are at 33% compared with the seasonal targets. The new investment in the business at import level is estimated at US\$ 8.5 million⁶. MINAGRI is targeting also to recruit 200 new agro-dealers. If we assume that everyone is going to invest US\$ 3000, so the new investment at agro-dealers' level will be USD \$600,000.

The DFAs are facing the challenges of lack of *Twigire* lists at agro-dealers' shop to do their jobs well. These constraints should be discussed between MINAGRI and MINALOC based on clear evidence as soon as possible. Other way of solving the constraints is to sit together with all players and to find a better solution to the *Twigire* list implementation.

The DFAs have to report any constraint that they face on the field in a more timely manner. This will help the decision makers to find solutions.

The MINAGRI subsidy management team requested that DFAs report accurate information. They have been reminded once the information reported is wrong, the decision made also will be wrong. It is better to report information on which they have evidence instead of to report the "cooked information". The DFAs have been requested to keep good records and filing of the qualitative and quantitative information that they report (monthly quarterly and seasonal).

Items to Address

Twigire list management: Once the agro-dealers do not have *Twigire* lists in their shops, they can sell fertilizer or seeds to anyone even to these who are not eligible for the subsidy. Even if all lists are available, how is it possible to verify the lists of almost of 300,000 farmers (according to the last year's records)? The better way is to import fertilizers, the importers get paid and the inspectors have to make sure that the fertilizers are not going outside of the country. (Discussion with subsidy managers, importers, PSDAG, MINAGRI etc.).

Competition among agro-dealers: Agro-dealers still limited on only one sector while the importers are competing through the whole country. Thus, if the 100% subsidy is paid when the fertilizers reach the country, every agro-dealer can purchased the quantities he wants and that he can sale to any customer (Discussion among MINAGRI and RAB staff).

Evaluation of Twigire implementation: Is *Twigire* solving the problem of smuggling of fertilizer within the country or outside of the country? The evaluation should bring up the current situation of *Twigire* implementation by farmers and agro-dealers. (Discussion with MINAGRI, MINALOC and RAB).

⁶ 1Mt of fertilizer cost US\$ 500

Shortage of seeds: It has been reported the shortage of seeds especially soybean seeds. Thus, the seeds policy should be designed in the way of allowing many private companies to come in and produce the seeds locally or import according to the opportunities available. (Discussion with the seeds traders, MINAGRI, RAB, etc.).

Agricultural lime business opportunity in Rwanda: 63% of Rwandese soil is acidic. Moreover, Rwanda is promoting the radical terracing which will need the use of agricultural lime to increase the soil pH. The Government of Rwanda has started with the pilot phase to lime in Nyaruguru, Nyamagabe, Karongi and Nyamasheke through a special lime subsidy program. The quality of lime supplied through the LWH doesn't give a positive response. That put in doubt the quality of lime supplied. Therefore, it will be good if the lime program is improved to produce the good quality of agriculture lime. The discussion with MINAGRI and private sector should be undertaken to exploit Musanze, Mashyuzi and Gishyita limestone.

ANNEX IV:VALUE CHAIN SELECTION MATRIX



Weighted VC Selection Matrix

	Crop	Economic Impact			Development - Farmer			Public Investment			Development - Social			Total Ranking
		Rating (out of 9)	Score as %	Weighted Score x3	Rating (out of 6)	Score as %	Weighted Score x2	Rating (out of 5)	Score as %	Weighted Score x2	Rating (out of 5)	Score as %	No Weighting	
1	Coffee	7	78%	2.33	6	100%	2.00	5	100%	2.00	4	80%	0.80	7.13
2	Dairy	9	100%	3.00	4	67%	1.33	5	100%	2.00	2	40%	0.40	6.73
3	Irish Potatoes	7	78%	2.33	4	67%	1.33	4	80%	1.60	3	60%	0.60	5.87
4	Maize	6	67%	2.00	4	67%	1.33	5	100%	2.00	2	40%	0.40	5.73
5	Cassava	6	67%	2.00	5	83%	1.67	3	60%	1.20	4	80%	0.80	5.67
6	Tea	7	78%	2.33	4	67%	1.33	4	80%	1.60	2	40%	0.40	5.67
7	Soy	5	56%	1.67	4	67%	1.33	4	80%	1.60	5	100%	1.00	5.60
8	Sorghum	6	67%	2.00	6	100%	2.00	2	40%	0.80	4	80%	0.80	5.60
9	Beans	4	44%	1.33	4	67%	1.33	5	100%	2.00	4	80%	0.80	5.47
10	Horticulture	6	67%	2.00	2	33%	0.67	4	80%	1.60	5	100%	1.00	5.27
	Bananas	5	56%	1.67	5	83%	1.67	3	60%	1.20	3	60%	0.60	5.13
	Wheat	4	44%	1.33	4	67%	1.33	3	60%	1.20	4	80%	0.80	4.67
	Sweet Potatoes	5	56%	1.67	4	67%	1.33	2	40%	0.80	4	80%	0.80	4.60
	Rice, paddy	5	56%	1.67	4	67%	1.33	3	60%	1.20	2	40%	0.40	4.60
	Avocado	5	56%	1.67	5	83%	1.67	2	40%	0.80	2	40%	0.40	4.53
	Papaya	4	44%	1.33	3	50%	1.00	2	40%	0.80	5	100%	1.00	4.13
	Peas	4	44%	1.33	3	50%	1.00	3	60%	1.20	3	60%	0.60	4.13
	Groundnuts	4	44%	1.33	4	67%	1.33	2	40%	0.80	3	60%	0.60	4.07
	Poultry	4	44%	1.33	4	67%	1.33	3	60%	1.20	1	20%	0.20	4.07
	Mango	4	44%	1.33	2	33%	0.67	2	40%	0.80	5	100%	1.00	3.80
	Yams & Taro	2	22%	0.67	3	50%	1.00	2	40%	0.80	3	60%	0.60	3.07

ANNEX V: PSDAG ENGAGEMENT STRATEGY

Value Chain Market System Actors		
	Strategic	Responsive
Identification	<p>PSDAG has identified 4 key value chains: maize, beans, potatoes and vegetables based on economic, development impact, social inclusion and public investment priorities. Based on its value chain analysis, Engility will complete value chain one-page strategies for each, which identify a specific market opportunity and key upgrades that the project will focus its investments on.</p> <p><u>Steps Forward</u></p> <ul style="list-style-type: none"> Identify key upgrades & constraints by VC Determine facilitative project role & potential deal to address the constraint: ex. finance; risk reduction; building demand; building capacity <p>WHY: <i>This ensures that some project investments support value chains with a high potential for development impact and achieving project goals. Note that some of the strongest potential private partners may not be actively seeking donor assistance and we can target them.</i></p>	<p>PSDAG regularly receive requests from private partners that are working within the core value chains and outside of them in other value chains with strong investment potential (i.e. banana, rice, OFSP). PSDAG needs to have systems in place to efficiently respond to these proposals</p> <p><u>Steps Forward</u></p> <ul style="list-style-type: none"> Put in place a system for consistent selection including: APS, RFAs, evaluation score cards, public advertisement, and templates. Participation in government and private sector conferences & events to inform the project and develop relationships. <p>WHY: <i>A private sector-driven approach can leverage market knowledge and complement where the private sector has identified investment potential; the most sustainable investments will likely come from where there is truly private sector commitment or 'skin in the game'.</i></p>
Eligibility	<p>ELIGIBILITY: To be eligible and competitive, partners must demonstrate that the proposed investments contributed to PSDAG's objectives and meet the following requirements:</p> <p>Inclusive Agricultural Growth; must demonstrate that SHFs will benefit from business models promoted under the partnership; this includes gender equity, ensuring that its investments increase women's leadership and participation throughout the value chain, and engaging youth and (PWDs)</p> <p>Demonstrated Commitment; all partners must take ownership of their role in the value chain and commit funds and human resources equal to or exceeding PSDAG commitments.</p> <p>Catalytic & Sustainable; From the outset of the partnership, there must be a clear exit strategy identified along with a long-term business plan that is not dependent on continued donor-funded support.</p>	
Selection	<p>COMMON SET OF CRITEREA FOR EVALUATING & SELECTING PARTNERS</p> <ul style="list-style-type: none"> Partner's financial commitment (ex. under the VCCF, a minimum of <i>50 percent</i> leverage is required and larger and more competitive grant applications will require upwards of <i>70-80 percent leverage</i>) Business plan strength and sustainability including financial projections and sensitivity analysis Past performance and work experience Contribution to improved food security and target value chains: <i>maize, beans, potato and vegetables</i> are PSDAG's target value chains and will be prioritized, but not exclusively supported Development impact: ex. number of jobs created, number of smallholder farmers benefiting, increased value of sales, land cultivated under improved technologies Social inclusion: female participation and management roles, youth and PWDs engagement Public investment complemented: the GOR has invested in Rwanda's agricultural growth and we look for partnerships that capitalize on these investments. Risk sharing between companies and small farmers (ex. price risk, production risk) Upgrades and produce development that reduces risk (ex. climate resiliency, agriculture insurance, etc.) Introduction of productivity-enhancing technologies and innovation; sharing risk with first movers Environmentally-friendly technologies or practices; good environmental practices 	

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ANNEX VI: SUMMARY OF VALUE CHAIN ANALYSES REPORTS - SYSTEMIC CONSTRAINTS AND OPPORTUNITIES/OR INCENTIVES FOR UPGRADING

Systemic constraints	Opportunities and incentives for upgrading
Beans <ul style="list-style-type: none"> • Lack of high yielding seed varieties. • Lack of commercial volumes of single variety beans. • Lack of cost effective aggregation. 	<ul style="list-style-type: none"> • Rwandan beans appear to be competitive in regional markets, but trade has been very limited to date. • Rwandan consumers have a preference for and are accustomed to the mixed beans produced and sold by the farmers. Regional market varietal and quality characteristics need to be better assessed to analyze if premiums warrant the shift to single variety production and the post-harvest handling which may be required. • Sufficient market research has not been conducted to understand the premiums within the Rwandan market for single variety products (and which varieties obtain the different potential premiums.) Market research on consumption patterns may identify segmentation opportunities for a portion of the marketed volume. • Given the active private trade, any upgrading to meet domestic or export opportunities with larger volumes of a uniform product should work with existing entrepreneurial traders who already have significant market experience and business relationships.
Maize <ul style="list-style-type: none"> • Lack of quality and quantity of improved seed, specifically hybrid seeds that can produce up to 12 MT/ha (400% increase over traditional seed); • Lack of proper post-harvest handling techniques, specifically drying to meet minimum 13.5% moisture content, which can lead to high losses and the existence of aflatoxin; • Lack of proper storage facilities for farmers and millers. • Lack of other pre-processing value addition skills (grading and sorting). 	<ul style="list-style-type: none"> • Rwanda, it remains a consistent net importer of maize from neighboring surplus producers Uganda (and at times Tanzania), where correlated wholesale prices indicate lower costs of production may exist. • Domestic market is dominated by lower cost maize meal from hammer mills and there may be an opportunity to increase the efficiency and production of the hammer mill segment to trade into the DRC market. • There remain opportunities for farmers to sell to high value commercial processors, such as MINIMEX, that are not yet processing at full capacity and that still import about 30% of their needs from the region. To do so, the industry will need to invest in accessible drying technologies and improved aggregation schemes with cooperatives.
Irish Potatoes <ul style="list-style-type: none"> • Lack of quality and quantity of improved seed, specifically vitro plantlets that can produce up to 45 MT/ha (150% increase over traditional seed). • Poor agricultural practices, the misuse of pesticides, harvesting before maturity and curing process, which lead to high perishability before sale. • Weak vertical relationships with limited market information and poor terms of trade. 	<ul style="list-style-type: none"> • Potatoes are an important staple food, but also represent an important cash crop for about 1million households, mostly concentrated in Western and Northern Rwanda. • There is a dynamic trade moving nearly 180,000 MTs of potatoes from production areas throughout the country for consumption, both in rural and urban areas. • Rwanda has an opportunity as a competitive potato producer to sell into regional markets with increased domestic production. • The yield gap between current averages and potential yield could be 100%. Assuming that no additional production would be kept by the producing households for their own consumption (assumes their current consumption levels would not increase), this would mean an additional 2million metric tons. An increased average yield of 20% over the medium term.

Systemic constraints	Opportunities and incentives for upgrading
<p>Horticulture</p> <ul style="list-style-type: none"> • Scattered and unorganized production, low yields, which limits volume. • Unsuitable varieties for destination export markets. • Lack of appropriate harvest and post-harvest practices and technologies to maintain quality and reduce loss. • Potential challenges due to cost and productivity of labor⁷. • Inadequate or non-existent logistics facilities including cold chain and packing infrastructure. • As a landlocked country, Rwanda lacks any sea freight options in comparison with regional neighbors, Kenya and Ethiopia. • As with any new industry, Rwanda lacks market connections and global horticulture is a fairly mature market. 	<ul style="list-style-type: none"> • About 60% of this very small-scale horticulture production is sold into the cash marketplace. • The vegetable sector is highly diverse and supplies an important domestic market with regional and global opportunities. • Market data and the development of useful and relevant market intelligence offer the first opportunity to upgrade the value chain. A stakeholder association could develop relevant market intelligence products to meet active actors from producers through retailers. • More analysis is needed on market segmentation, products, traders, and any potential premiums which might improve quality and/or reduce loss. Understanding of domestic market function could identify opportunities to improve efficiency, reduce loss, and potential premiums and market signals to encourage producers to adopt harvest and post-harvest best practice to increase their margins. • Benchmarking Rwandan existing production against the region could identify other opportunities to better position Rwanda for competitively diversifying horticultural markets. • Export into the global horticultural marketplace will require upgrading adaptive research for crops new to Rwandan production to identify not only varieties, but also best agronomic practices for the agricultural context. Certification capacity both within the public sector and the private sector will be necessary to meet global standards and market demands. Finally the global market requires specific packaging which may include various plastic products currently banned by public policy. Alternative packing may unduly inhibit Rwandan's competitiveness but specific exceptions could be pursued.

⁷ Labor was specifically mentioned as not a problem in the National Strategy, but was not supported through international benchmarking. Labor cost and productivity are key components of the cost of production for vegetables. This warrants benchmarking.

ANNEX VII: SHORTLISTED APPLICANTS FOR VCCGs

#	Name of the organization	Type of the organization	Project Title	Total project budget (US\$)	Amount of grant requested (US\$)	Cost-share amount (US\$)	Evaluation score
1.	Agribusiness Focused Partnership Organization	Rwandan NGO not for profit	Increasing smallholder farmers' productivity and market access through agro-dealers' network - Maize	██████	██████	██████	66
2.	Agasaro Organic Limited	Private firm or business	Extension of pineapple processing factory	██████	██████	██████	75
3.	AgriLift Limited	Private firm or business	Advanced Crop Monitoring for Smallholder Irish Potato Farmers	██████	██████	██████	69
4.	AGROPLAST Limited	Private firm or business	Manufacturing of net bags for potatoes	██████	██████	██████	57
5.	Apex Productions	Private firm or business	Gashora Agribusiness Project (GAP) - horticulture	██████	██████	██████	75
6.	EAX	Private firm or business	EAX - Structured Trading Promotion Project (EAX-STPP)	██████	██████	██████	81
7.	ENAS	Private firm or business	Kirehe Grain Storage Facility Maize and beans	██████	██████	██████	65
8.	Hollanda FairFoods Ltd	Private firm or business	Manufacturing potato chips for a competitive potato sub-sector in Rwanda and beyond - new and large machine, new products	██████	██████	██████	79
9.	Ibisubizo Agri-Marketing Based Co	Private firm or business	Irish Potato Production, value addition and selling on local and great lakes regional market.	██████	██████	██████	57
10.	INES	Learning institution	Increasing the quantity and quality in potato seeds value chain in Northern and Southern provinces of Rwanda - seed multiplication	██████	██████	██████	61
11.	Kigali Farms Ltd	Private firm or business	Mushroom high value vegetable crop for export and nutrition Button mushroom production	██████	██████	██████	70
12.	Lotec Rwanda	Private firm or business	Farmers inclusion into the horticultural value chain	██████	██████	██████	69
13.	NORLEGA	Private firm or business	Improving the supply and the quality of macadamia nuts	██████	██████	██████	60
14.	Nyagahinga Fresh Vegetables LTD	Private firm or business	Accelerated Access of Tomato and Sweet Pepper Production to High End Markets	██████	██████	██████	63
15.	PEBEC Ltd	Private firm or business	Farming and export of chili pepper, Variety "Birds eye Chili"	██████	██████	██████	72

#	Name of the organization	Type of the organization	Project Title	Total project budget (US\$)	Amount of grant requested (US\$)	Cost-share amount (US\$)	Evaluation score
16.	SARURA Ltd	Private firm or business	Supporting maize and beans farmers' access to high value Rwanda and regional markets through establishment of crops aggregation centers in Eastern and Southern Province, Rwanda - beans and maize	██████	██████	304,152	79
17.	FarmFresh	Private firm or business	Processed precooked beans for the middle class consumer	██████	██████	56,651	60
18.	Ingabo Plant Health	Private firm or business	Ingabo Plant Health - agro inputs - potatoes, horticulture	██████	██████	90,790	57
19.	Shekina Enterprises	Private firm or business	Strengthening Cassava leaves value chain in Rulindo district	██████	██████	123,820	71
20.	Tuzamurane Cooperative	Agricultural based association or cooperative	Dried organic pineapples	██████	██████	55,036	65
	TOTALS			██████	██████	5,393,196	

ANNEX IX: PROVISIONALLY SELECTED APPLICANTS FOR FARMBOOK AND POTATO UPGRADING GRANTS

#	Name of the Cooperative	District	Members					# of employees	Amount requested in RWF	Cost share in RWF	Total investment in RWF
			Male	Female	Total	Youth	PWD				
1	Cooperative K.M.T.B	Nyabihu	249	48	297	0	2	TBD			
2	COAPKTA Abajyinama	Nyabihu	24	33	57	0	3	TBD			
3	Cooperative IBUKWA MUHINZI COIMU	Nyabihu	321	44	365	0	2	4			
4	KORANDEBE	Rubavu	11	14	25	2	2	TBD			
5	Cooperative KAIGA	Rubavu	70	28	98	1	2	2			
6	Cooperative COAT	Rubavu	32	39	71	12	2	TBD			
7	KOUSHI	Musanze	16	25	41	10	0	TBD			
8	COOMIKI	Musanze	46	26	72	0	3	10			
9	COAPB	Musanze	64	5	69	0	1	TBD			
10	KOABIKI Collection Center Ltd	Musanze	50	31	81	9	2	3			
11	Terimbere Potatoes Collection Center Ltd.	Musanze	26	8	34	0	1	1			
12	COVMB	Burera	921	504	1425	350	0	2			
13	COAPOM	Burera	31	34	65	5	0	2			
14	Inyenyeri y'Ubuzima Kinoni	Burera	42	84	126	15	2	TBD			
15	COAEBU	Burera	44	16	60	14	3	TBD			
TOTAL			1,947	939	2,886	418	25	24			

ANNEX X: TRAINING OF TRAINERS (TOT): PERSONS TRAINED ON AGRICULTURAL VALUE CHAINS FOR FINANCIAL INSTITUTIONS

Names	Institution	Institution CateGORY	Location (District)	Position
[REDACTED]	UNGUKA Bank Ltd	MFI	Nyarugenge	Marketing & Product Development Manager
[REDACTED]	UNGUKA Bank Ltd	MFI	Nyarugenge	Credit Analyst
[REDACTED]	UNGUKA Bank Ltd	MFI	Nyarugenge	Credit Administration Manager
[REDACTED]	Amasezerano Community Banking	MFI	Kicukiro	Director of operations
[REDACTED]	Amasezerano Community Banking	MFI	Kicukiro	Loan and recovery manager
[REDACTED]	CPF INEZA	MFI	Muhanga	Manager
[REDACTED]	CPF INEZA	MFI	Kamonyi	Loan officer
[REDACTED]	CPF INEZA	MFI	Muhanga	Loan officer
[REDACTED]	Duterimbere MFI Ltd	MFI	Nyarugenge	Marketing Director
[REDACTED]	Duterimbere MFI Ltd	MFI	Eastern province (Kayanza)	Eastern zone Coordinator
[REDACTED]	RIM	MFI	Nyarugenge	Analyst of agricultural credits
[REDACTED]	RIM	MFI	Nyarugenge	Field supervisor of the admitted agricultural files in Kigali branch
[REDACTED]	BRD	BANK	Nyarugenge	Special Projects and Business Development Manager
[REDACTED]	BRD	BANK	Nyarugenge	Investment Analyst
[REDACTED]	BRD	BANK	Nyarugenge	Monitoring Officer
[REDACTED]	AMIR	Association of Microfinances	Gasabo	Programs Director

Names	Institution	Institution CateGORy	Location (District)	Position
██████████	AMIR	Association of Microfinances	Gasabo	Inclusive Finance and Performance monitoring Officer
██████████	AMIR	Association of Microfinances	Gasabo	Agri-business Advisor
██████████	VFC	MFI	Nyarugenge	Agriculture Finance Manager
██████████	KCB	BANK	Nyarugenge	Agribusinss Relationship Manager
██████████	Atlantis	MFI	Nyarugenge	Head of business
██████████	Atlantis	MFI	Nyarugenge	Head of credit and risk
██████████	Atlantis	MFI	Nyarugenge	Head of AB & Channel
██████████	BPR	BANK	Nyarugenge	Credit analyst
██████████	BPR	BANK	Nyarugenge	Relationship Manager
██████████	Umutanguha Finance Company	MFI	Nyarugenge	Trainer
██████████	Umutanguha Finance Company	MFI	Nyarugenge	Trainer
██████████	Umutanguha Finance Company	MFI	Nyarugenge	Trainer

ANNEX XI: DRAFT GENDER AND SOCIAL INCLUSION INTEGRATION PLAN

DRAFT GENDER AND SOCIAL INCLUSION INTEGRATION PLAN MATRIX				
Problem: Women, people with disabilities (PWDs) and youth do not equally benefit from opportunities in agricultural value chains.				
Vision: Improved living conditions of women, youth and PWDs through equal access to opportunities and resources in the agricultural value chains.				
Long term goal and impact: PSDAG will create conditions in which women and men, young women and young men and PWDs, both men and women, feel equipped to take advantage of burgeoning market opportunities in the maize, Irish Potatoes, horticulture and beans value chains.				
Outcomes				
Create an office environment that promotes gender and social inclusion	Create a conducive environment at the community and policy levels to facilitate the full participation of women, youth and PWDs at the different levels of the value chains			Showcase the capacity of women, youth and PWDs to innovate, perform and lead.
Strategies				
Strategy 1 Mainstreaming of gender and social inclusion in the organization’s structures, policies, procedures and culture	Strategy 2 Mainstream gender and social inclusion in the selection process of grantees.	Strategy 3 Support grantees/value chain actors to develop and implement gender and social inclusion strategies	Strategy 4 Advocacy and lobby with national institutions, Financial institutions and Investors for the inclusion of specific needs of youth, women and PWDs in implementation policies and investment frameworks.	Strategy 5 Support specific innovative agribusiness initiatives from youth, women and PWDs groups or entrepreneurs and showcase their capacity and potential
Interventions				
Review organizational employment policies and practices to ensure that PWD, youth and women encounter no direct or indirect discrimination or barriers in relation to recruitment, job retention and career	Mainstream gender and social inclusion in competitiveness grant application requirements and encourage organizations working specifically with women, youth and PWDs to provide them with the necessary assistance to	<i>Step 1 : Curriculum development</i> Given the fact that social inclusion is a new concept, there is a need for PSDAG to develop a training curriculum to ensure it has a clear tool to promote gender and social inclusion. The biggest barrier	Advocacy and lobbying national institutions, financial institutions to institute affirmative action mechanisms to ensure youth, women and PWE also benefit from various opportunities. Provide capacity building for	Issue specific “RFA” for youth, women and PWDs who are engaged in maize, horticulture, beans and Irish potatoes value chains and have innovate and competitive projects/businesses which PSDAG can help upgrade. Encourage institutions working

<p>development. A statement encouraging in particular PWDs to apply for job positions will be included in the job application. The orientation package for all new staff will include information on gender and social inclusion. Diversity and inclusion issues and measures will be applicable to all areas and levels of PSDAG and will be communicated at all times to staff, grantees, partners and other stakeholders.</p> <p>Ensure the office environment is disabled and women friendly to facilitate the inclusion and effective participation of persons with disabilities.</p>	<p>increase their chances to win the grants. Always include in the RFAs' or 'Aps' a special encouragement to women, youth and PWDs to apply for the grants.</p> <p>Include Information on women, gender, youth and PWDs in the grants related templates used in the selection process. Information will not only focus on numbers but also on their roles and involvement in decision making. Information on gender and social inclusion in the grants related templates will aim at gathering information on the status of women, youth and PWD in the areas of intervention of the potential grantees and their willingness to put in place strategies to facilitate a greater inclusion of these groups.</p> <p>Include in the data collection tool for pre-award assessment, a gender and social inclusion analysis in order to gauge the specific assistance which will be required to ensure women, youth and PWD benefit from the grant.</p> <p>Review the grants contracts to include specific deliverables on gender and social inclusion.</p>	<p>that prevents women, youth and PWDs from participating is attitude and mind set. Stakeholders need to be trained to understand the concept of disability, recognize the rights and capabilities of women and youth and remove barriers that block participation. A short term consultant with an extensive knowledge in gender, social inclusion and participatory methods will therefore be recruited to assist with the development of a training curriculum. The training curriculum will put particular emphasis on the following issues:</p> <ul style="list-style-type: none"> • Understanding of the concept of gender and social inclusion • Reflections on social norms which are preventing women and girls from enjoying their rights and taking leadership roles. • Discussions on male involvement to enable men and women understand how the existing gender and social norms are affecting them negatively and the need deconstruct and reconstruct/redefine more equitable norms. The importance of the support 	<p>managers and technical staff on gender and social inclusion and how to mainstream it in policy, programs and activities and monitoring of GOR institutions.</p> <p>Provide training on social inclusion to national and financial actors and support them in reviewing existing policies to make them more gender and socially inclusive.</p> <p>Strengthening the institutional capacity within line ministries and local government institutions in gender analysis, planning and budgeting in order to translate policy commitments into results.</p> <p>Advocate with GOR disaggregate data in national surveys. Disaggregated data and analysis are essential for tracking inclusion, promoting accountability, and eradicating exclusion. Without this information it will be difficult to gauge whether social, economic, and political change is occurring (and among which groups).</p> <p>Support NCPD to conduct a study to show how people with disability can contribute to the agricultural value chains show and the need to take into consideration their specific needs in the implementation of existing policies. Conduct promotion</p>	<p>with these specific groups to assist in the elaboration of their applications to ensure a great number of the targeted groups submit their applications.</p> <p>Provide grants to selected women, youth and PWD groups or entrepreneurs. This will be done in collaboration with institutions providing support to youth, women and PWD groups to ensure they get the information and apply.</p> <p>Provide them with the necessary support through institutions which assist them (trainings, coaching, linking etc.) to maximize success.</p> <p>Support unemployed educated youth groups in the urban areas to provide support to undedicated youth involved in farming business the rural areas for a greater access to domestic and export markets.</p> <p>Showcase success stories using the media to change mindsets.</p>
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		<p>of men to achieve female empowerment will also be highlighted.</p> <p><i>Step 2 : Selection of potential Support Service providers to provide training, coaching and mentoring services to grantees/value chain actors</i></p> <p>PSDAG will launch an RFA to select service providers to support grantees in the elaboration of gender and social inclusion strategies. The service providers will be selected based on their proximity with the grantees so as to adapt the training and coaching on the availability and specific context of the beneficiaries. The service providers who will be selected will</p> <p><i>Step 3 : Capacity building of selected service providers</i></p> <p>In order to ensure that the selected service providers transmit the right message and use the appropriate methodologies, PSDAG will train them on how to provide the necessary assistance to the grantees through training, coaching and mentoring. The training will be based on the curriculum which was earlier developed. To ensure sustainability, PSDAG will encourage and assist the service</p>	<p>activities.</p> <p>Advocate with MINAGRI, Gender Monitoring Office and NCPD to work together to include in the data collection tools, issues relating to youth and PWD and women in order to have statistics. Disaggregate statistics in the agriculture sector. Support GOR institutions in agriculture investment framework to facilitate gender and social inclusion responsiveness policy development and implementation</p> <p>Identify the specific needs of people with disabilities, youth and women in access to finance and advocate with financial institutions to develop appropriate products adapted to the needs of these groups.</p>	
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		providers to develop a plan whereby they will use training and coaching skills to strengthen other value chain actors on a business basis. <i>Step 4 : Provision of services to grantees and reporting</i>		
Indicators				
Changes in perceptions of the staff Changes in the office environment Number of women, youth and PWDs recruited over the project lifetime	Number of applications received from youth, women and PWD associations, cooperatives Number of youth, women and PWD associations, entrepreneurs or cooperatives benefitting from PSDG support directly or indirectly.	Existence of a gender and social inclusion strategy Changes in attitudes Number of PWD, youth and women who have joined farming cooperatives or employed in social enterprises thanks to PSDAG actions. Number of PWD, youth and women in management structures. Contributions of youth, women and PWD in upgrading value chains	Changes in the mindset of government official on gender and social inclusion Affirmative actions taken by the Government to promote gender and social inclusion. Data collection tools include disaggregated data to capture information on gender and social inclusion Specific products developed financial institutions to cater to the needs of youth, women and PWD.	Number of innovative business projects operated by youth, women and PWD entrepreneurs, associations or cooperatives upgraded through PSDAG support. Changes in the attitudes in the communities.
Sources of verification				
Reports of the staff Observations	Applications Pre-award assessment reports Periodic and annual reports	Service providers reports Surveys	Surveys GOR reports	Grantees reports Support service providers reports

ANNEX XII: SUCCESS STORIES

The Ripple Effect: Post-Harvest Handling Changing Farmers' Livelihood

“Maize farmer encourages others to adopt post-harvest techniques.”



Photo: PSDAG/Christelle Kamaliza

Marie Claire UWINGABIRE, a maize farmer in KOREMU Cooperative in Ngoma District, Murama sector proudly stands in her newly acquired plot

“The Post-Harvest Handling Training given by USAID allowed me to have greater quality maize in Season A 2015 with lower loss and now I’m encouraging all my neighbors to adopt these great techniques”

- Marie Claire Uwingabire

To address the challenge of post-harvest in Rwanda, the United States Agency for International Development’s (USAID) Private Sector Driven Agricultural Growth (PSDAG) project provided equipment and training in handling techniques to 21 maize cooperatives, reaching over 21,000 farmers across Rwanda to help them sell as much of their produce as possible.

One of these farmers is Marie Claire Uwingabire, a young single mother of two residing in Ngoma District in the Eastern Province of Rwanda and a member of KOREMU Cooperative. At a young age Marie Claire began helping her parents farm their small plot for home consumption. She decided to join KOREMU Cooperative to earn more income for the household.

On a small, 0.43 hectare plot, Marie Claire could never bring to the market over 500 kg of maize due to post-harvest losses. After receiving proper training through the PSDAG post-harvest and handling activity in February 2015, she learned to let her maize mature before harvesting and applied new drying and shelling techniques. As a result of her efforts, her plot yielded 1 metric ton of maize for the market.

Her experience prompted her to engage more women in her village to adopt good post-harvest handling techniques and technology through cooperatives. In June 2015, an additional 10 women joined KOREMU cooperative as a result of her recommendation.

With better yield and quality this season, Marie Claire is planning to buy 50 more ares (0.50 ha) to add to her plot. As she says with a smile “I want to leave a legacy for my children, and this a good start.” As a result of the PSDAG-supported activity, farmers experienced an estimated increase in sales of USD \$625K due to higher volumes.

Horticulture Study Tour: The Seed of Opportunity

Rwandan Chili Grower Secures a 10tonne/week Export Contract to Holland Thanks to a Horticulture Study Tour



Jacques Seneza, Owner of Orion Light Group in his 8 Hectare chili farm in Nyanza District, Southern Province

Photo: © PSDAG Project/Christelle Kamaliza

“Agro Study tours are not only a great way to network with potential clients but a learning platform for farming best practices. My company benefited immensely from the Horticulture Study Tour in Holland”

-Jacques Seneza, Orion Light Group

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://www.usaid.gov/results-data/success-stories>

The Government of Rwanda (GOR) reports show that horticulture is grown by over half of rural households in Rwanda. Vegetable crops represented an estimated 2% of total Gross Domestic Product (GDP) and about 7% of total agricultural output in 2013, while only accounting for 3% of total cultivated land. This value chain represents tremendous market opportunities and a key area for growth facilitation by the United States Agency for International Development's (USAID) Private Sector Driven Agricultural Growth (PSDAG) project. It was in this framework that USAID PSDAG project supported six Rwandan private companies in horticulture production and processing to attend a horticulture trade mission in the Netherlands from June 14th - 20th, 2015 to create market linkages and learning opportunities for the Rwandan investors.

Amongst those sponsored by USAID PSDAG Project was Orion Light Group - a Rwandan chili farming company represented by owner Jacques Seneza. Mr. Seneza saw a business opportunity in growing chili peppers for export in 2013 and planted 8 hectares of chili in Nyanza District, Southern Province of Rwanda. However, Orion Light Group experienced challenges such as unreliable contracts and a lack of the technical know-how, which resulted in low yield and high losses. During matchmaking sessions at the horticulture trade mission to the Netherlands, Jacques met a Dutch buyer, Orando Tropische Imports, that showed interest in purchasing chili from Rwanda. Orando Tropische Imports helped Orion Light Group acquire 30,000 seeds of yellow and red chili peppers and procure specialized blooming spray that shortens blooming cycle from 3 months to a couple of weeks enabling a year round harvest. Orion Light now has a contract to provide Orando Tropische Imports 10 tonnes per week of yellow pepper during the 2016 winter season in and 10 tonnes per week of red chili pepper during the summer season in the Netherlands.

The tour was also a great learning opportunity for Orion Light Group in terms of exploring modern technologies currently being utilized or supplied by Dutch growers and input suppliers. Knowledge on the Global Good Agricultural Practices (GAP) certification and due diligence of export standards from pesticide to residue monitoring were key learning points for all Rwandan private sector businesses who attended the study tour. For Orion Light Group, “The journey is just beginning but getting our chili to the Dutch market makes our investment worth every sweat”.

ANNEX XIII: PSDAG YEAR INDICATOR RESULTS METRICS

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
4.5-Z07	1-Value of gross farm incomes of assisted farmers	3,399,336	13,838,236	4,333,868	-69%	Priority project value chains were selected late. Private Sector Engagement Strategy developed late. Consequently, project activities conducted in only Maize Value Chain.
Annual	Commodity					
	Beans			0		
	Potatoes			0		
	Maize grain	3,399,336		4,333,868		
	Horticulture			0		
	Season					
	Season A	3,399,336		4,333,868		
	Season B			0		
	Season C			0		
	Sex of farmers					
	Males	1,835,641		2,340,289		
	Females	1,563,694		1,993,579		
Quarterly						
4.5.2(38)	2-Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	0	60,000	8,708	-85%	PSDAG had planned to issue Value Chain Competitiveness Grants to spur value of new private sector investment. However, there was a delay in selection of value chains and development of Private Sector Engagement Strategy. Consequently, only PHH grants for maize cooperatives were issued in Year 1.
	Type of beneficiary					

PSDAG FISCAL YEAR (FY) 2015 ANNUAL PROGRESS REPORT: OCTOBER 1, 2014 – SEPTEMBER 30, 2015

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Annual	Agro dealer / supplier investment in input stock					
	Agi business investment in capital equipment			8,708		
4.5.1(24)	3-Number of agricultural and nutritional enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case: Analysis, Stakeholder consultation/public debate, drafting or revision, approval, implementation	0	5	2	-60%	The project experienced challenges in recruitment and late replacement of Objective 1 Lead (Senior Policy and Institutional Development Specialist). The first SPIDS was recruited in Jan, but voluntarily resigned in February.
Quarterly	Policy area					
	Institutional architecture for improved policy formulation			0		
	Enabling environment for private sector investment			1		Agribusiness Investment Roadmap
	Agricultural trade policy			0		
	Agricultural input policy (e.g. seed, fertilizer)			1		Seed Policy
	Land and natural resources tenure, rights, and policy			0		
	Resilience and Agricultural risk management policy			0		
	Nutrition (e.g., fortification, food safety)			0		
	Other			0		
	Process/Step:					
	Analysis			1		
	Stakeholder consultation/public debate			1		
	Drafting or revision			2		
	Approval (legislative or regulatory)			0		
	Full and effective implementation			0		
4.5.1-Z03	4-Number of public entities assessed for capacity in executing their roles and responsibilities	0	40	29	-28%	The project was without Objective 1 Lead until August. This delayed implementation of Objective 1 activities.
	Type of public entity:					
	National level			12		
	Provincial level			-		
	District level			17		
	Parastatal			8		
	Ministry			4		
	Decentralized agencies			-		
	New/Continuing:					

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
5 (Internal)	New			29		
	Continuing			-		
	5-Number of private and civil-sector stakeholders (organizations and individuals) responding to calls for input on relevant reforms	TBD	500	101	-80%	The project was without Objective 1 Lead until August. This delayed implementation of Objective 1 activities.
	Type of stakeholder:					
	Private sector			10		
	Civil society			11		
	Public Sector (GoR)			22		
	Others			58		
	Sex					
	Males					
Quarterly	Females					
2.4.1-Z09	6-Percentage of stakeholders agreeing that consultative process was effective in soliciting their input	TBD	75%	TBD	TBD	Awaiting SurveyMonkey results
Annual	Type of stakeholder:					
	Private sector					
	Civil society					
	Individual					
	Farmers organization					
	Sex					
	Males					
	Females					
4.5.2(36)	7-Value of exports of targeted agricultural commodities as a result of USG assistance	0	75,000	0	-100%	The project didn't conduct activities with value chain actors who export crop produce. PHH grants targeted maize cooperatives that reported zero export of produce. Grants targeting value chain actors dealing with export crops (horticulture) were not issued as planned. This was partly due to late selection of priority value chains, and delay in development of private sector engagement strategy.
	Beans					

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
	Regional(value of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Regional(Volume of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Outside of region (Value of exports going Outside of region) All other exports			0		
	Outside of region (Volume of exports going Outside of region) All other exports			0		
	Potatoes					
	Regional(value of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Regional(Volume of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Outside of region (value of exports going Outside of region) All other exports			0		
	Outside of region (Volume of exports going Outside of region) All other exports			0		
	Maize					
	Regional(value of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Regional(Volume of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Outside of region (value of exports going Outside of region) All other exports			0		
	Outside of region (Volume of exports going Outside of region) All other exports			0		
	Maize flour					
	Regional(value of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Regional(Volume of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Outside of region (value of exports going Outside of region) All other exports			0		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Semi-annual	Outside of region (Volume of exports going Outside of region) All other exports			0		
	Horticulture					
	Regional(value of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Regional(Volume of exports sent within the region) EA, Including South Sudan + Congo DRC + Congo Brazaville			0		
	Outside of region (value of exports going Outside of region) All other exports			0		
	Outside of region (Volume of exports going Outside of region) All other exports			0		
	Disaggregates not available					
	Value			0		
	Volume			0		
	4.5-Z06 8-Value of domestic sales of value-added agricultural products attributed to program implementation	0	100,000	142,653	43%	In Year 1, PSDAG had planned to reach 10,000 farmers (6000 Maize farmers, 2000 Potato farmers, and 2000 Beans and Horticulture farmers). However, in Q2 the Ministry of Agriculture and Animal Resources, requested the project to support maize cooperatives to reduce post-harvest losses for Season 2015A. Consequently, the project issued PHH grants targeting maize cooperatives across the country (as opposed to Eastern Province, which was in Year 1 Work Plan).
Quarterly	Commodity					
	Beans			0		
	Potatoes			0		
	Maize grain			0		
	Maize flour			142,653		
	Horticulture			0		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
4.5.2(23)	9-Value of incremental sales (collected at farm-level) attributed to FTF implementation	0	50,000	634,290	1169%	In Year 1, PSDAG had planned to reach 10,000 farmers (6000 Maize farmers, 2000 Potato farmers, and 2000 Beans and Horticulture farmers). However, in Q2 the Ministry of Agriculture and Animal Resources, requested the project to support maize cooperatives to reduce post-harvest losses for Season 2015A. Consequently, the project issued PHH grants targeting maize cooperatives across the country (as opposed to Eastern Province, which was in Year 1 Work Plan).
Semi-annual	Value (USD)					
	Beans			0		
	Potatoes			0		
	Maize	2,748,952		634,290		
	Horticulture			0		
	Volume (MT)					
	Beans	TBD		0		
	Potatoes	TBD		0		
	Maize	9,685		13,640		
	Horticulture	TBD				
4.4-Z01	10-Number of beneficiaries with new market linkages as a result of USG assistance	0	10,100	3,180	-69%	Project didn't implement activities in all priority value chains as earlier planned. Value Chain Competitiveness Grants and Farmbook Grants were not issued in Year 1 as earlier planned. Limited activities were conducted in Maize value chain.
	Commodity					
	Beans			0		
	Potatoes			0		
	Maize grain			3180		
	Horticulture			0		
	Type of beneficiary					
	Farmers			3180		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Quarterly	Producers (cooperatives)			16		
	Firms			0		
4.5.2(42)	11-Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied improved technologies or management practices as a result of USG assistance		100	16	-84%	Result account for PHH grants issued to maize cooperatives. The project activities in Potato, Beans and Horticulture value chains were delayed by the grants process and have been pushed to Year 2.
Quarterly	Type of organization					
	Private enterprises (for profit)			0		
	Producers organizations			0		
	Water user associations			0		
	Women's groups			0		
	Trade and business associations			0		
	Community-based organizations (CBOs)			0		
	Duration: New, Continuing					
	New			16		
	Continuing			0		
4.5.2(5)	12-Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance	0	9,690	12,453	29%	The project's work on PHH reached more farmers than earlier anticipated. Year 1 target was set with assumption that PHH grants would only target Eastern Province. However, in response to a request from the Ministry of Agriculture and Animal Resources, PSDAG conducted PHH activities in all the 5 provinces.
	Producers (e.g. farmers, ranchers, and other primary sector producers of food and non-food crops, livestock products, wild fisheries, aquaculture, agro-forestry, and natural resource-based products)					
	Male			6,597		
	Female			5,856		
	Disaggregates not available			-		
	Producers (Technology type):					
	Crop genetics,			-		
	Cultural practices,			-		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Quarterly	Livestock management,			-		
	Wild fishing technique/gear,			-		
	Aquaculture management,			-		
	Pest management,			-		
	Disease management,			-		
	Soil-related fertility and conservation,			-		
	Irrigation,			-		
	Water management-non-irrigation based,			-		
	Climate mitigation or adaptation,			-		
	Marketing and distribution,			-		
	Post-harvest-handling & storage,			12,453		
	Value-added processing,			-		
4.5.2(2)	13-Number of hectares under improved technologies and management practices as a result of USG assistance	0	5,080	5,603.28	10%	In Year 1, the project had targeted to reach issue PHH grants to maize cooperatives in Eastern Province, reaching 6,000 farmers. However at the request of the Ministry of Agriculture and Animal Resources, the project expanded its PHH grants to cover the entire country. As a result, 21,143 farmers were reached through post-harvest handling grants to maize cooperatives.
	Commodity					
	Beans			0		
	Potatoes			0		
	Maize grain			5,603		
	Maize flour			0		
	Horticulture			0		
	Technology type					
	Crop genetics,			0		
	Cultural practices,					
	Livestock management,			0		
	Wild fishing technique/gear,			0		
	Aquaculture management,			0		
	Pest management,			0		
	Disease management,			0		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Quarterly 4.5.2(7)	Soil-related fertility and conservation,			0		
	Irrigation,			0		
	Water management-non-irrigation based,			0		
	Climate mitigation or adaptation,			0		
	Marketing and distribution,			0		
	Post-harvest-handling & storage,			5,603		
	Value-added processing,			0		
	Sex					
	Male			2,802		
	Female			2,802		
	Joint			0		
	Association-applied			0		
	14-Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	0	10,200	21,171	108%	PHH grants for maize cooperatives were planned for Eastern Province. However, at the request of the Ministry of Agriculture and Natural Resources, PSDAG rolled out this activity in all the provinces, resulting in overachievement of set target.
	Type of individual:					
	Producers (farmers, fishers, pastoralists, ranchers, etc.)			21,143		
	People in government (e.g. policy makers, extension workers)			-		
	Policy makers			-		
	Extension workers			-		
	People in private sector firms (e.g. processors, service providers, manufacturers)			28		
	Processors			-		
	Service providers			28		
	Manufacturers			-		
	People in civil society (e.g. NGOs, CBOs, CSOs, research and academic organizations)			-		
	NGOs			-		
	CBOs			-		
	CSOs			-		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Quarterly	Research and academic organizations			-		
	Sex					
	Male			11,868		
	Female			9,275		
	Disaggregates not available			-		
4.5.2(27)	15-Number of members of producer organizations and community based organizations receiving USG assistance	0	14,100	22,297	58%	PHH grants for maize cooperatives were planned for Eastern Province. However, at the request of the Ministry of Agriculture and Natural Resources, PSDAG rolled out this activity in all the provinces, resulting in overachievement of set target.
Quarterly	Type of organization					
	Producer organization,			22,297		
	Non-producer-organization CBO			-		
	Disaggregates not available			-		
	Sex					
	Male			11,458		
	Female			10,839		
	Disaggregates not available			-		
4.5.2(11)	16-Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	0	100	30	-70%	Planned project activities in Potato, Beans and Horticulture value chains were delayed by the grants process and have been pushed to Year 2.
	Type of organization					
	Private enterprises (for profit)			6		
	Producers organizations			24		
	Water users associations			-		
	Women's groups			-		
	Trade and business associations			-		
	Community-based organizations (CBOs)			-		
	New/Continuing					
	New			30		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Semi-annual	Continuing			-		
4.5.2(30)	17-Number of MSMEs, including farmers, receiving USG assistance to access loans	0	7,575	0	-100%	The project had planned to facilitate project grantees to access loans to finance identified value chain upgrading projects. However, selection of grantees was delayed and expected to be completed in Q1 Year 2.
	Size					
	Micro			0		
	Small			0		
	Medium			0		
	Sex of owner/producer					
	Male			0		
	Female			0		
	Joint			0		
Quarterly	n/a			0		
4.5.2(29)	18-Value of Agricultural and Rural Loans and Value Chain Financing	0	100,000	0	-100%	The project had planned to facilitate project grantees to access loans to finance identified value chain upgrading projects. However, selection of grantees was delayed and expected to be completed in Q1 Year 2.
	Type of loan recipient			0		
	Producers			0		
	Local traders/assemblers,			0		
	wholesalers/processors,			0		
	Others.			0		
	Sex of recipient			0		
	Male,			0		
	Female			0		
	Joint			0		
	n/a			0		

Code	Indicator Description	Baseline	Annual TGT	Annual Result	Deviation	Deviation narrative
Quarterly	Type of PSDAG beneficiary			0		
	Agro dealer / supplier value loans and value chain financing			0		
	Agri business loans and value chain financing			0		
4.5.2(37)/Z04	19-Number of MSMEs receiving business development services from USG assisted sources	0	100	6	-94%	In Q3, the project developed a private sector engagement strategy, which provides a framework for facilitating value chain upgrading through a granting mechanism. The selection of grantees was not completed before end of Year 1 as earlier planned.
	Size					
	Micro			5		
	Small			-		
	Medium			-		
	MSME Type					
	Agricultural producer			1		
	Input supplier			-		
	Trader			5		
	Output processors			-		
	Non-agriculture			-		
	Other			-		
	Sex of owner/producer					
	Male,			3		
	Female			2		
	Joint			1		
	n/a			-		

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